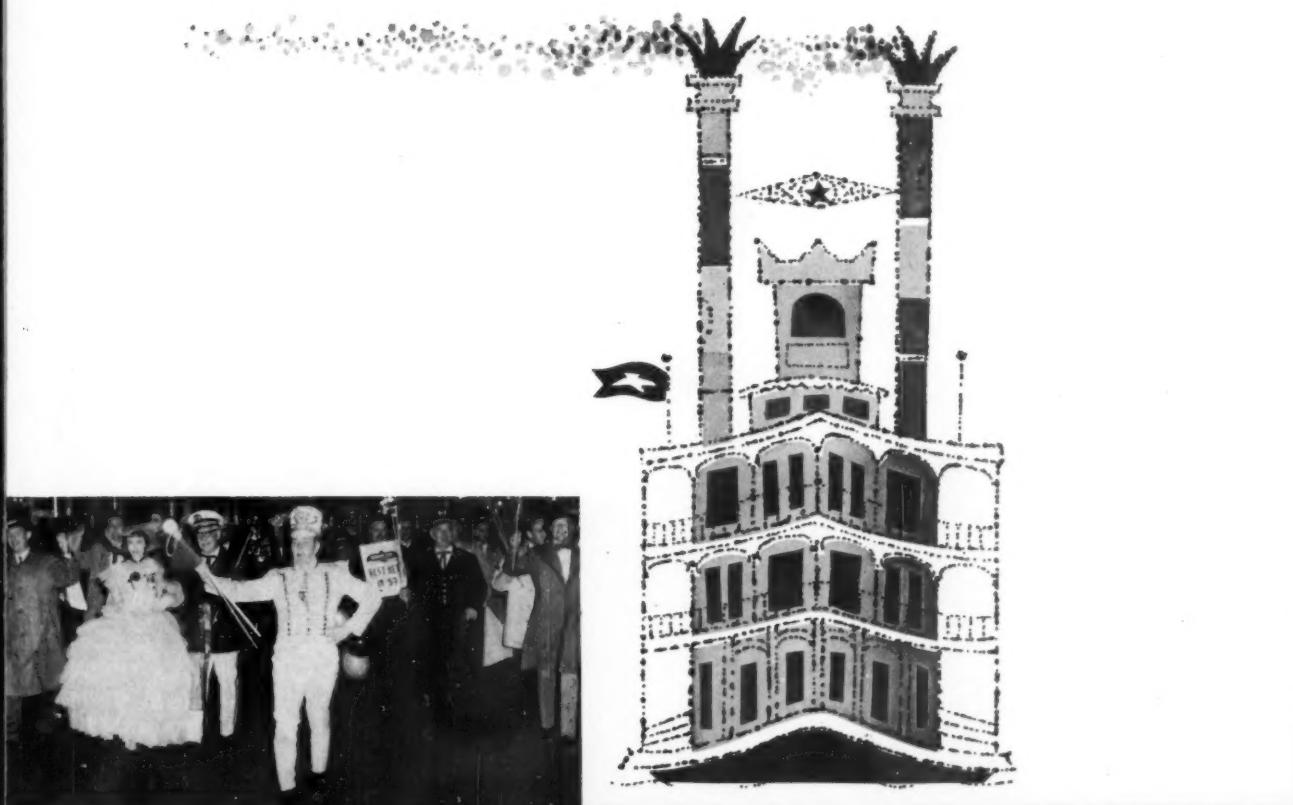


JANUARY 16, 1959

Sales Management
PART TWO

Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS



Birds Eye takes to the river page 31

Uncle Sam outdoes
industry at Geneva page 38

Why Pfizer created
its own college page 64

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when a strike hits? page 116

Your weapon to
unleash brain power page 78





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ON
CONVENTION
PLANNING



Miami is the newest convention city on TWA's world-wide routes! It's a natural for business or holiday get-togethers...and naturally TWA offers every help, from site selection to round-trip transportation!

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Association of Iron & Steel Engineers
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Chicago Cook County Fair
Chicago Home Show
Chicago International Sports & Outdoor Exposition
Chicagoland Fair
Cleveland Auto Show
Cleveland Church Federation
Cleveland Home & Flower Show
Cleveland Press Family Fair
Communication Workers of America
Great Lakes Boat Show
Industrial Finishing Exposition
Junior Achievement of Chicago
Master Brewers Association of America
Materials Handling Exposition
Mid-America Boat Show
Modern Living Exposition
NW Ohio Garden & Flower Show
National Air Races
National Aircraft Show
National Association of Home Builders
National Association of Plumbing Contractors
National Association of Purchasing Agents
National Association of Retail Grocers
National Chemical Exposition
National Council of Churches of Christ
National Funeral Directors Association
National Premium Buyers Association
National Railway Appliances Association
National Restaurant Association
National Rural Electric Cooperative Association
National Sand & Gravel Association
Ohio Funeral Directors Association
Ohio Hardware Show
Ohio State Fair
Pennsylvania Funeral Directors Association
Super Market Institute
Toledo Home & Travel Show
Toledo Purchasing Agents
Track Supply Association
Triple Mill Supply Industry
UAW-CIO Annual Convention

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write the hotel direct or consult
John A. Tetley Company, 3440
Wilshire Blvd., Los Angeles;
phone: DUnkirk 8-1151; Fair-
mont Hotel, San Francisco,
phone: Exbrook 7-2717.

Sales Meetings

CONVENTIONS • EXPOSITIONS • TRADE SHOWS

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SALES MEETINGS/Part II SALES MANAGEMENT

Executive Offices: 1212 Chestnut St., Philadelphia 7, Pa., WA 3-1788

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JANUARY 16, 1959

spreading
yourself
too

THIN

planning
sales
meetings
?

How in the world
can you plan
the designing, staging,
equipping, writing and
programming of a
sales meeting and still keep up
with your basic job
of SELLING?

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answer that question
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Communication Division. We
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Florida . . . New England . . . California . . . New York . . . wherever key conventions are held, the business staff of every Schine Hotel is specially trained to cater to the needs of convention groups of all sizes. Facilities are unsurpassed . . . with spacious ballrooms, conference rooms, private dining rooms available for small meetings . . . or sumptuous banquets.

And because Schine Hotels are located in America's most famous resort areas, there's always plenty of fun and relaxation at hand, after the meeting is over!

Let us help you plan a successful meeting, tailored to the individual needs of your group.

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Here, in the center of the Miami Beach "fun belt" is Florida's most distinguished address . . . vacation choice of celebrities everywhere. Set in seven acres of tropical gardens . . . the Roney Plaza offers a private world of vacation or convention pleasure.

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- Olympic swimming pool, cabanas, 3 blocks of private beach
- Nightly entertainment
- Superb Schine cuisine served in four fine restaurants

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THE AMBASSADOR HOTEL and COCONUT GROVE Los Angeles, California

Most famous convention hotel on the West Coast, in the heart of America's most glamourous playland. 600 air-conditioned rooms with private bath and TV, private dining and function rooms for groups from 10 to 3000, swimming pool, cabanas and sun club. Home of the world-celebrated Cocoanut Grove Night Club.

SCHINE AIRPORT HOTEL and MOTOR INN Bradley Air Field, Connecticut

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NEW YORK OFFICE
375 Park Avenue
New York, New York

Sales Management / PART TWO

Sales Meetings

EXECUTIVE OFFICES, 1212 Chestnut St.
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IN THE
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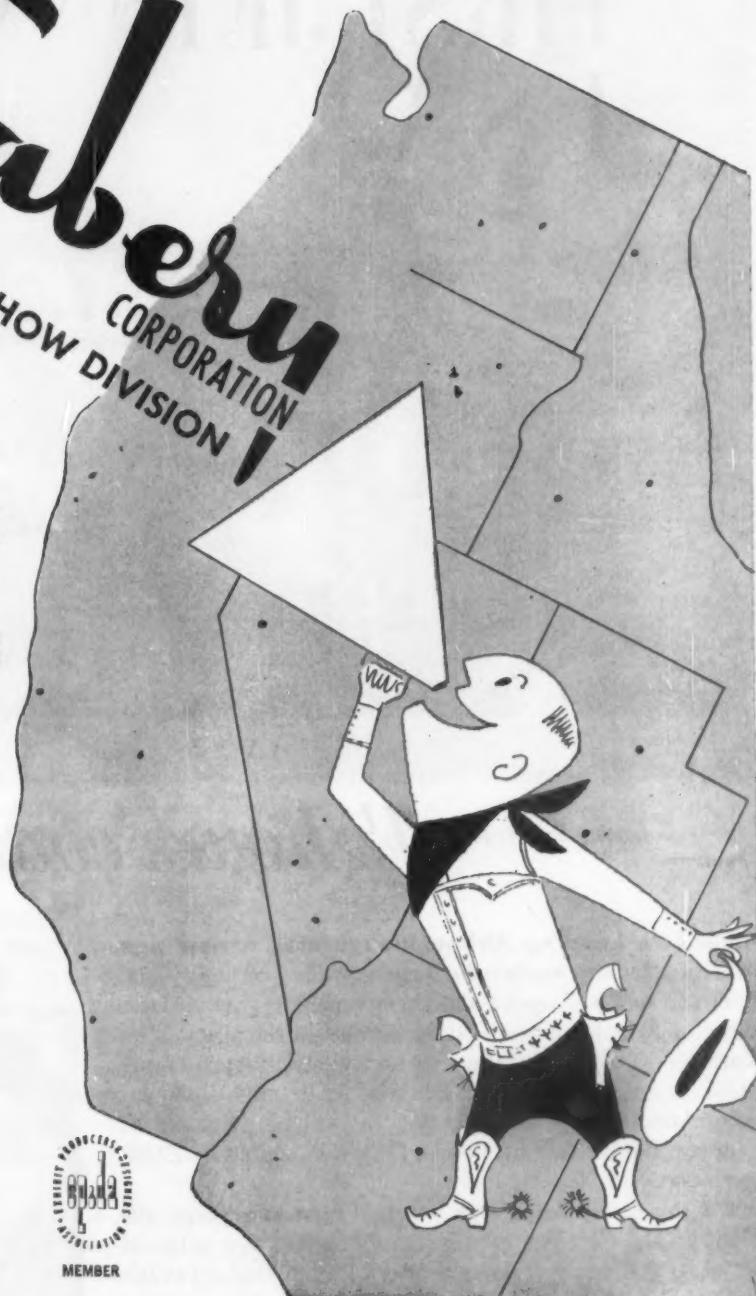
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AMERICAN starts the
FIRST JET service across the
U.S.A.



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America's Leading Airline inaugurates a new age of flight for the nation on January 25. This is jet flight. It is you in Los Angeles and then a mere $4\frac{1}{2}$ hours later arriving, fresh from exhilarating comfort in the air, at New York. Now with schedules east and west cut by 3 hours, you'll fly from New York to Los Angeles in only $5\frac{1}{2}$ hours. Soon American Jet Flagship service will be available at Chicago, Boston, San Francisco, Dallas, Washington, Baltimore and other leading cities.

It's a joy to fly American's Jets—now everyone will want to fly. Completely new pleasures await you in travel by jet. If you've never flown before, you'll be amazed at the feeling of security with this mammoth Flagship carrying





American's Jet Flagships

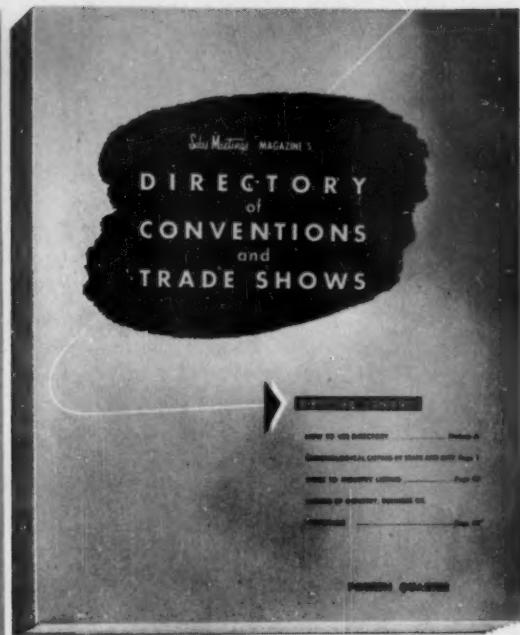
you swiftly, yet gently and quietly. Vibration is gone. You relax in specially-designed reclining seats. You travel at tranquil altitudes, weather's left below. Larger window area provides better view. The roomy cabin offers a chance to stretch. Lighting is new, and air-conditioning is totally effective, on the ground as well as in flight. Deluxe Mercury and Royal Coachman services are provided in separate cabin sections on every flight.

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Title

Company

Address

City Zone State

Here's What's in

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- Over 18,000 events each year
- Name of each convention and trade show
- Schedule of events for each city
- Name and Address of Executive in charge of meeting or show
- Estimated attendance for event
- Dates long in advance
- Hotel headquarters listed for each convention
- Index by industries and professions
- Events in both U. S. and Canada
- State fairs and public expositions
- National, regional and state meetings

proud of U. S. exhibit

Congratulations on a very thorough reporting job on the United States pavilion at Brussels. ("Success in Spite of Poor Exhibits," Sept. 19, 1958)

After visiting the fair I felt proud of the American exhibit. I am particularly grateful for the fact that for once we underplayed our industrial might and success. I talked to many people who attended the Fair, and I felt they appreciated America's, as you term it, "modesty."

The theme of the fair revolved around the way we would live in an atomic world. This was not a trade fair. The people who left the Russian exhibit to visit ours felt a keen sense of appreciation that we had not resorted to the propaganda techniques of the Russian government.

While there were details in our exhibit that could have been improved, the overall effect, in my opinion, was most pleasing and effective in presenting the American way of life.

Elmer L. Winter

President
Manpower, Inc.
Milwaukee 3, Wis.

discredit to exhibit planners

I have read with interest your article on the Brussels Fair.

Having been told beforehand by many Americans that our exhibits were very poor, we approached them quite critically, talked with numerous Europeans about them and watched with great interest the reactions of many other Europeans as they looked at the exhibits.

Much to our pleasant surprise, we were very impressed with the exhibits and found that the Europeans felt likewise. The exhibits, while not overwhelming, gave them a picture of the United States as it really is. The Europeans felt that they were getting a picture of what the United States is actually like; how our people live, what they do and how they feel.

This, I believe, is what we are trying to portray and I think we succeeded admirably. Thus, from my viewpoint, I think you are doing a discredit to all of the people

who gave so much time and thought to putting our exhibit together.

Walter F. Gips, Jr.

Vice-President
Harrison Wholesale Company
Chicago 80, Ill.

quoted in London, wanted in Cologne

The Exhibition Bulletin, July 1958, published by the London Bureau, London, England, quoted the May issue of your Sales Meetings which is devoted to "Marketing through Exhibits."

Would you kindly send us one copy of this issue and charge us for the amount which will be settled by bank order.

Law Robinson
Ausstellungs-Und Mess-

Ausschuss der
Deutschen Wirtschaft E.V.
Cologne, Germany

handbook a hit

I enclose my personal check for \$1.50, for which please send me three additional copies of Meeting Planners Handbook, 1958. I have just received my copy and found it so interesting that I would like to send a copy to three members of my committee. There is one article in this edition that I especially want these committee members to see.

Wilda Richardson
Pilot Club International
Macon, Ga.

reprints on post-meeting tours

May we congratulate you and your magazine for publishing a most excellent and timely article entitled "Five Reasons for Growth of Post-Meeting Tours." The article is well thought out and clearly written.

It is our desire to use reprints of this article published in the September 19 issue and we will appreciate knowing costs, etc.

John Hickman
National Sales Manager
Hawaiian Village Hotel
Waikiki, Honolulu, Hawaii

display contests

Can you help?

Do you have anything in your files of past Sales Meetings articles

The Prudential Auditorium



Chicago's newest (and smartest) meeting hall!

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Prudential's Auditorium stage is a full 40-feet wide, 20-feet deep—and raised 42 inches above main floor for "vantage point" viewing—anywhere in the Auditorium. Stage lighting facilities offer 120 and 208-volt current. And, for your convenience, there's a public address system plus a projection booth for slides and motion pictures.

Let the splendid, new Prudential Auditorium facilities help put your next sales meeting across! For reservations, contact:

WHITEHALL 3-2800, EXTENSION 261

Check this partial list of organizations who have held successful meetings in the Prudential Auditorium.

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- Wilson & Co., Inc.
- Westinghouse Electric Corporation
- Edward Hines Lumber Company
- Ford Motor Company
- Sears, Roebuck and Co.
- American Steel Foundries
- Needham, Louis & Brorby
- Commonwealth Edison Company

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● **Unequalled Convenience Under One Roof.** This complete year-round resort has *every* facility right on premises. Your men (and their wives, too) are happy to stay right on the spot, available for meetings. Yet the Concord is just 90 minutes from New York City over new super highways. Airport nearby. Scheduled bus and limousine service too.

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● **Convention Equipment.** Slide and motion picture projectors, duplicating machines, typewriters, public address system, everything you need for the usual convention business . . . plus technical maintenance help to set up displays.

● **Accommodations.** Handsome rooms and suites to accommodate 2000 persons. Deluxe master suites too. If you like luxury, you'll love the Concord!

● **Gourmet Cuisine.** Superb, plentiful food on the economical American Plan. Conventioneers dine *together* . . . discuss and fraternize. Private dining rooms, if desired. Banquet facilities for up to 2000.

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Pool and glass-enclosed, radiant heated Indoor Tropical Pool — supervised by Buster Crabbe. Year-round ice skating — skiing too when temperature's below 32°. Health Clubs for both men and women, indoor sunbathing in the luxurious Cabana Club. Plus every other popular sports facility.

● **Ladies Too!** Yes, every vacation and recreation desire is filled to keep the little darlings happy while you attend to convention business. Beauty parlors, glamorous new shops, right on premises.

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For complete information, call, wire or write:

RAY PARKER, MANAGER
JAY COHEN, CONVENTION SALES MANAGER

CONCORD HOTEL KIAMESHA LAKE
NEW YORK
Call Monticello 1140 or, direct line from N.Y.C., CHICKERING 4-0771

which would cover award competitions and display contests — from the initial mailing inviting submissions through to the final judging and ultimate display of the winners?

We would very much appreciate any help you could give us in this area.

Dorothy A. May
Director Member Services
The Point-of-Purchase

Advertising Institute
New York 36, N. Y.

► Reprint of brochure outlining a National Industrial Advertising Assn. "Industrial Exhibits Award" contest plus an article from our July, 1953, issue is being sent.

wants articles and "don'ts"

I would appreciate your sending, to the attention of Mr. B. M. Reiss, copies of any articles you may have on industrial sales meetings.

We are in the process of planning a sales meeting, to be held in either December 1958 or February 1959, for one of our industrial accounts. This meeting will be for representatives as well as dealers, and will probably be held here in the East. The company's products are distributed nationally.

If your Readers' Service can provide any articles on sales meeting "don'ts" that too would be greatly appreciated.

Natalie M. Gamsco
Friend-Reiss Advertising Inc.
New York 19, N. Y.

reorder for reprints

On September 8, 1958, you sent us 500 reprints of "For the Meeting Planner: Guides to Styles, Groups, Methods." (January 4, 1957) This reprint has been very popular with our members, and we would like to order 500 copies more at this time.

Will you please bill us at the above address.

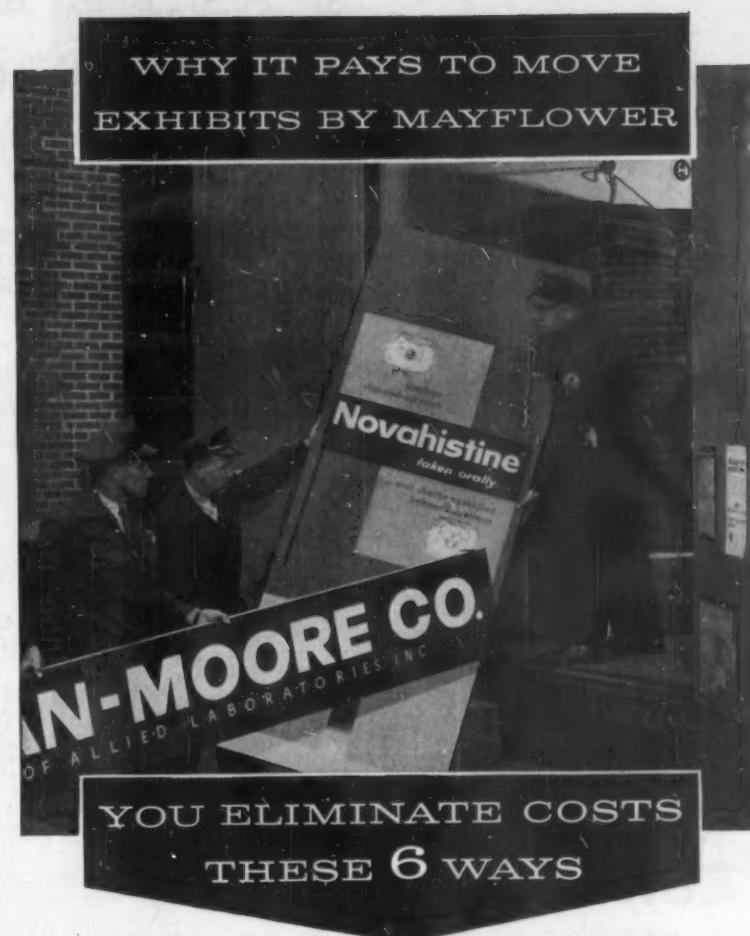
Carl F. Hawver
Director of Public Relations
National Consumer Finance Assn.
Washington 6, D. C.

borrow a phrase

We would appreciate permission to use the phrase and design "Marketing through Exhibits" that was used in the May 2, 1958, issue of Sales Meetings. We would use this occasionally in our promotional material.

Milton D. Gottlieb
Displaycraft
Manchester, Conn.

WHY IT PAYS TO MOVE
EXHIBITS BY MAYFLOWER



YOU ELIMINATE COSTS
THESE 6 WAYS

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- 5 Eliminates cost of rental furnishings, since you can ship your own.
- 6 Eliminates expensive extra days of work and extra travel involved in shows—lets you spend more productive time in your office.

Call your local Mayflower agent for a copy of "17 Reasons Why" to help plan your exhibit moving—yours without obligation.

AERO MAYFLOWER TRANSIT COMPANY, INC. • INDIANAPOLIS, INDIANA



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THE QUEEN ELIZABETH

You and your group are assured of the most efficient handling, gracious service and the ultimate in function facilities when you hold your next convention or sales meeting at The Queen Elizabeth, Canada's newest and finest hotel. 21 stories high, this magnificent hotel provides 15,000 square feet of exhibit space, 23 sample or meeting rooms—accommodating up to 3,000 for a meeting or 2,000 for a banquet—and 1,216 spacious guest rooms with individually controlled electronic heating and air-conditioning.



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AND . . . more of the finest in flexible convention facilities



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- Pool, surf bathing and other sports
- No passport or currency problems
- 5½ hours from New York, 3½ hours from Miami



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IN THE HEART OF MEXICO CITY

Everything, including your meetings, absorbs the vivid colors of this historic metropolis. Meetings from 40 to 350 persons, and all 400 rooms are delightfully air-conditioned.

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check *Hilton* first

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International

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PRESIDENT

HOLD YOUR CONVENTION WITHOUT ANY FUSS ...JUST LEAVE THE DETAILS TO US

the
Carillon

MIAMI BEACH'S LARGEST — NEWEST HOTEL

*with a staff of full-time convention experts
to serve you*

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-SM FACILITIES ROUNDUP

SYRACUSE, N. Y.

Plans are completed for a \$5-million motor hotel, announces Donald S. Potter, president of Potter Real Estate Co., sponsors of the project. The 408-room hotel will be air-conditioned with bar and restaurant facilities, banquet and meeting rooms, plus indoor and outdoor swimming pools.

TORONTO

New addition to the Royal York Hotel, expected to open early this year, will add 400 rooms upping total rooms to 1,600. Five floors of the addition were designed exclusively for convention use—offering 100 suites, 31 meeting and dining rooms, plus banquet facilities for 1,000.

BEVERLY HILLS, CAL.

Big feature of Beverly Hilton Hotel's \$1-million expansion and remodeling program is new International Ballroom with capacity for 1,650. Room is second in size to only the Waldorf-Astoria, say hotel officials.

SAN FRANCISCO

Construction of Jack Tar Hotel, city's first new hotel in 30 years, is underway. Scheduled opening date is mid-November, 1959. National and state conventions for 1962 have been booked already, reports Sales Manager George Stobie.

SAN JUAN, P. R.

Condado Beach Hotel is in the midst of a \$250,000 refurbishing program. Plans call for lobby remodeling, new carpeting and decorating of 100 rooms in the main building. Remodeling of the large meeting room, main dining room and Fiesta Room has been completed.

ST. LOUIS

Pick Hotels Corp. announces plans for a \$1-million, 116-room motor hotel to be opened June, 1959. Completely air-conditioned unit will feature private meeting rooms, restaurant and private swimming pool. Irvin Goldfarb, real estate developer will build the hotel and turn it over to Pick under a long-term lease.

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FOUR GEORGES	300	700	400
GEORGE I	150	300	200
GEORGE II & GEORGE III	150	300	150
THE CIRCUS	25	40	35
GAINSBOROUGH ROOM	25	40	30
CHIPPENDALE ROOM	90	150	120
THE BATH	50	75	65
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FACILITIES ROUNDUP

continued

WASHINGTON, D. C.

Second Marriott Motor Hotel, at Key Bridge, is expected to open in the spring. The \$2.5-million hotel will have 210 air-conditioned rooms, two swimming pools, and banquet and convention facilities for 300. U-shaped structure will consist of one four-story building and two two-story buildings — all connected by covered walkways to adjoining dining room and coffee shop.

CHARLOTTE, N. C.

Construction is started on Mangler Motor Inn, three-story building built on stilts to provide parking underneath the building. Inn has 147 rooms and suites with available space for 150 more. Building boasts a central garden and recreation area with a swimming pool under glass. Ballroom for 250, meeting and sample rooms are planned.

BOSTON

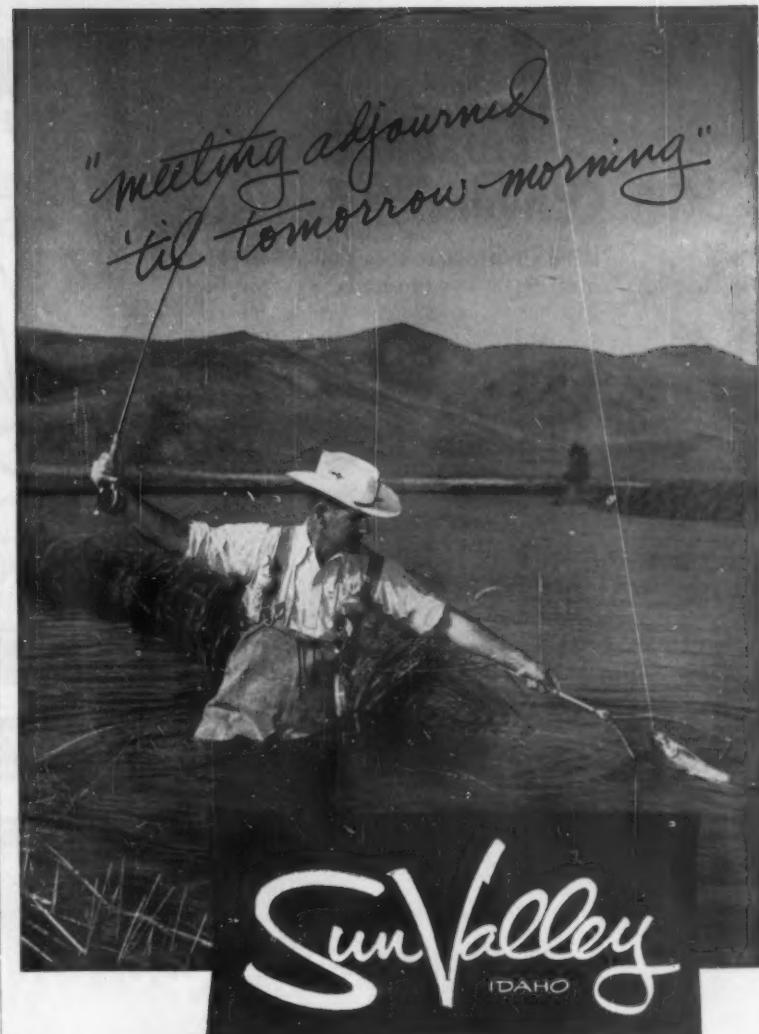
Plans are underway for a 25-story, 1,000-room hotel to be operated by Hotel Corp. of America. Operating contract was awarded recently by Prudential Insurance Co., who will build the hotel — part of Prudential Center, a multi-million dollar development.

ATLANTIC CITY

Modernization program slated for Convention Hall is expected to be completed by December, 1959, at a cost of \$2 million. Alterations will add 60,000 sq. ft. of space, enabling hall to handle two simultaneous conventions or trade shows, says Albert H. Skean, consultant to the city's convention bureau. Drive-way on lower level will be eliminated and the area used for exhibits. Tunnel under the Boardwalk will accommodate traffic and lead into the exhibit hall.

PHOENIX

New \$2-million hotel-motel, Continental Phoenix, is in the planning stage. The 190-room hotel will be seven stories high in the front and will feature banquet, convention and dining facilities. Construction should take about eight months, reports L. L. Stroud, president of the company which will build and operate the hotel.



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'til tomorrow morning"*

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Numerous smaller rooms	20 to 50		

BANQUET ROOMS	
No. of Rooms	Max. Capacity
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CONTINENTAL	600

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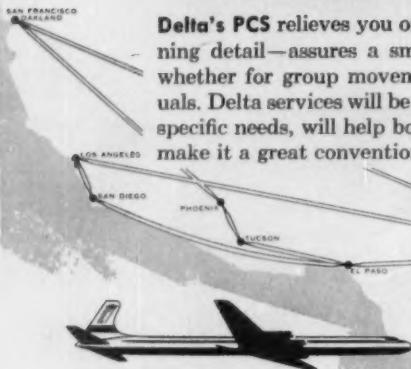


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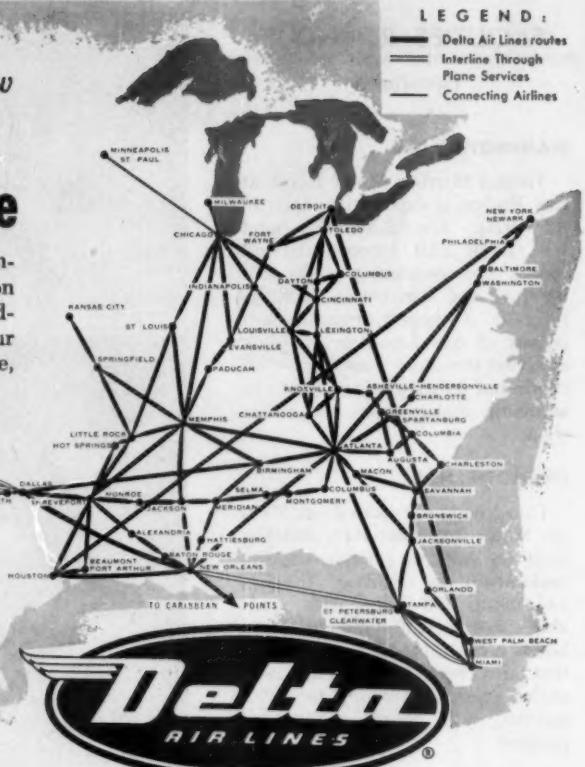
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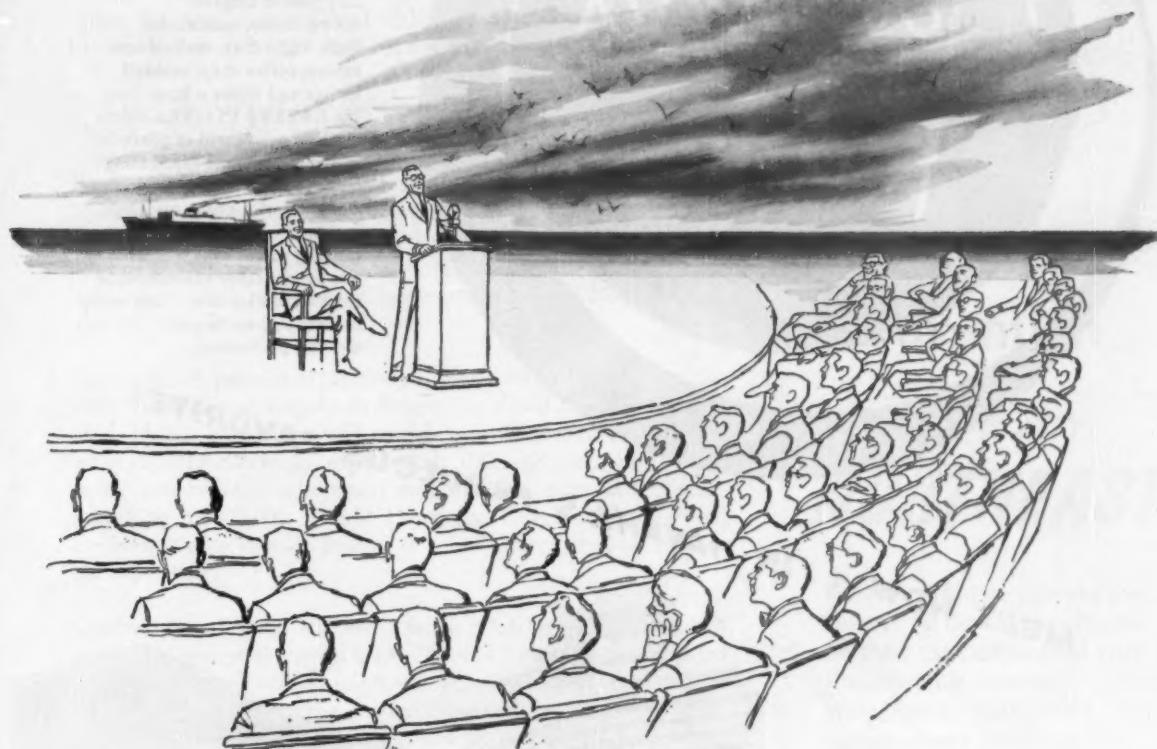
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ATLANTIC CITY

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Belgian government has agreed to accept as a gift the theater and plaza in front of the American exhibits at Brussels. Main exhibit building will be torn down. Federation of British Industries is negotiating to sell the British Industries Pavilion at Brussels. Both Holland and Belgium are rumored to have made offers for the glass-walled building, but the F.B.I. hopes to interest a British buyer who will re-erect the building in Britain.

Year-end election of association officers is underway. H. H. Howry, Jr., exhibit manager, American Can Company, was elected president of Exhibitors Advisory Council. R. M. Greiner, Borden Company, was named vice-president. New Exposition Management Association president is William C. Copp, Institute of Radio Engineers. Exhibit Producers & Designers Assn. re-elected President Harvey G. Stief, Harvey G. Stief, Inc., Cleveland. New vice-president is Clarence R. Murphy, Novelart Display Co., San Francisco.

Highlight of petroleum industry's centennial year will be the 1959 International Petroleum Exposition slated for Tulsa, Okla., May 14-23. Exhibitors will spend over \$500 million to show latest developments in exploration, drilling, producing, pipelining and refining equipment and services. Attendance is expected to top 30,000. World Petroleum Congress is scheduled for New York, May 30-June 6 to allow delegates time to visit the exposition.

Government of India will use a floating fair to publicize Indian goods and promote foreign trade. Cruising vessel will be loaded with a variety of Indian products, including machinery, textiles and handicrafts and other goods. Hundred-day cruise will take the ship to countries along the Persian Gulf, Red Sea, East Africa coast and to island of Ceylon.

Space reservations for 1959 Welding Show indicate show will top previous years, says show management. The 40th annual convention, slated for Hotel Sherman, Chicago April 6-10, is expected to be biggest in history of the Society. Show will be held at International Amphitheatre, April 7-9.

Dallas Trade Mart, Dallas, Texas, originally planned for permanent exhibits only will open with Dallas Gift Show, Feb. 22. Space will be available in Mart until the opening of the nearby Dallas Trade Show Arena—slated to go into construction soon. Trade Mart features escalators, restaurants, a 6,000-car parking lot and "frequent bus service" to downtown hotels. Temporary exhibits will be housed on second floor.

Exhibitors at July 1958 National Housewares Manufacturers Assn. show received a refund of 22% of their exhibit fees, announces Dolph Zepfel, secretary. Cash return tops 20% refund awarded after 1957 show and continues the show's record of a refund each year since 1939, he adds. Space for the January 12-16 show in Chicago's Navy Pier is sold out with total of 734 manufacturers represented.



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35,000 SQUARE FEET OF EXHIBIT SPACE



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"Projectioneered" for conventions, SUPER-abundant for the most demanding display purposes. Heavy exhibits are handled by powerful elevators that can lift a truck HYDRAULICALLY from the loading ramp to the auditorium's stage.

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2 magnificent night clubs, featuring great name bands and stars of Broadway and Hollywood!

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DICK ELTERMAN
Director of Sales

First National Toy Show will cover six floors of Morrison Hotel, Chicago, May 17-21. Managed by Jules Karel & Associates, show will aim at jobbers, retail specialty shops, non-food supermarket departments, premium users, club plan operators and retail stores.

U.S. will "go it alone" and act as sole sponsor of a series of trade shows slated for India this year. In the past Office of International Trade Fairs has limited U.S. exhibits to international trade fairs initiated by host country. Exhibits will demonstrate "American know-how at work" with displays featuring actual shops in operation. First show opened in New Delhi, Dec. 10 for a month-long stay. Present plans call for the exhibit to move to Calcutta in the spring and then on to other Indian cities. Exhibit theme, "The Place of Small Private Enterprise in a Developing Economy," is keyed to India's second five-year plan for greater industrialization. Exhibits emphasize part small businesses can play in the program. Hundred or more American companies and associations have contributed or lent products to be demonstrated and displayed. Shops in actual production will demonstrate the newest techniques. Shops include resistance welding, fabricating welding, automotive, heat treating, sheet-metal, machine, investment casting, shopsmith, metal spinning, woodworking and furniture making, dry cleaning, and gold plating. Millers National Federation is sponsoring a wheat exhibit, including a doughnut making machine. Dairy Society International helped put together a complete milk recombining exhibit using dried milk and butter fat to make milk and ice cream.

Promotion of "Delaware World's Fair" was interrupted when police charged promoter Robert B. Kimball with fraud and forgery. Kimball founded World Fair Operating Co. and Delaware World's Fair Trade Exposition in 1956. Companies were supposed to be organizing a world's fair in Delaware—to run from 1960 to 1962. Brochures distributed by the companies described the fair, estimated attendance and claimed the fair had 18,387,560 sq. ft. available for lease at \$5 per foot. Kimball was arrested on charges of investors who, policy say, contributed over \$30,000 for a share of \$183,875,600 in profits from the nonexistent Delaware enterprises. Police say Kimball owns no land in Delaware and holds no options.

Shows and exhibits will be discussed a full day at Fourth Annual Workshop on Advertising to Business & Industry, sponsored by Association of National Advertisers. Two-day meeting at Hotel Webster Hall, Pittsburgh, is slated March 5-6. First day will be devoted to direct mail, creative approaches in copy and art and industrial buying influences.

U. S. will exhibit in Moscow. Six-weeks exhibit in Sokolniki Park will open July 4. Over \$3 million is budgeted. This is first U. S. exhibit ever staged in U.S.S.R.

Fifth Intl. Automation Exposition and Second Military Automation Show are scheduled for New York Trade Show Building, New York City, Nov. 18-20. Events are in conjunction with Fifth Intl. Automation Congress.

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Each room individually will accommodate
45 for dining and 50 for meetings
Room 4—dining, 30—meeting, 40
Room 5—dining, 50—meeting, 50
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AS THE EDITORS SEE IT

Is This Meeting Really Necessary?

Do you use a conference to dodge decision making? Do you hoodwink a meeting by driving a group toward your predetermined decision?

Both these charges are leveled at American executives by a British communications specialist. He is C. Osmond Turner, barrister-at-law and senior partner, Osmond Turner Mead Associates, London.

He contends that most conferences in the United States fly under false colors. Meetings are called when they shouldn't be. We (Americans) spend too much time at meetings, says Turner. Over every conference door should hang the sign, "Is this meeting really necessary?" says Turner.

"I don't think democratic procedures always work," declares Turner. They are used to dodge a decision by the top man. Instead of making a decision, an executive calls a meeting to have conferees make a decision. This, claims Turner, "is an insurance policy so that the group can take the blame for a faulty decision."

Just as bad is the executive who makes a decision and calls a meeting ostensibly to arrive at one. He uses the conference to fool the group, but fools himself. Because the group really didn't arrive at its own conclusion—but the boss—the group has no enthusiasm to carry out the plan agreed to.

Turner contends that meeting planners should handle time as money. Each executive should be given a conference budget in dollars and cents. He has to watch his budget carefully and not use it up in unnecessary meetings. To determine how much money he is using, the executive makes a few simple calculations. First, he figures how much each man's time is worth an hour (based on his salary). If he calls 10 men together and each man's time is worth \$9 an

hour, an hour-long meeting means \$90 applied against the conference budget.

Objectives for every conference should be in writing, says Turner. When you can put down your goal in a clear statement, your chances at success are good.

"People should be free to talk at a meeting, but should know that management will make the final decision." This means that "management should come with an open mind," Turner points out.

"Let's not pretend that committees make decisions," Turner declares. "Nine out of 10 of them don't."

At meetings in America, according to Turner, it is easier for people to talk. A more permissive attitude exists here. However, while the atmosphere is good, meeting structure is bad—"like a cocktail party," says Turner.

For a good conference, the subject should be taken up in easy steps and in logical sequence. Group leader should sum up relevant points periodically and discard irrelevants. A good conference may "snake a bit but must follow a reasonably straight line," says Turner.

He admits that your setting limits to discussion with Americans is difficult, but it is necessary to stay within your time budget to make conferences productive.

British are more conscious of time wasting in meetings, according to Turner. However, groups enjoy less give-and-take at a conference. He looks for the time when British sessions are less autocratic and American meetings are less democratic.

For his one major piece of advice to American executives, Turner says: "Nobody should call a meeting until a meeting is determined to be the right thing to use to settle a problem."

5

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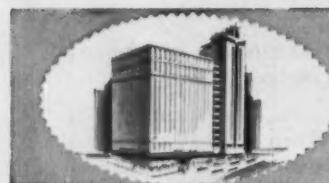
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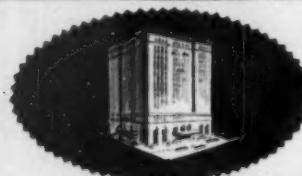
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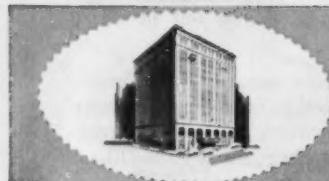
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Meeting capacities	40 to 400
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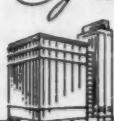


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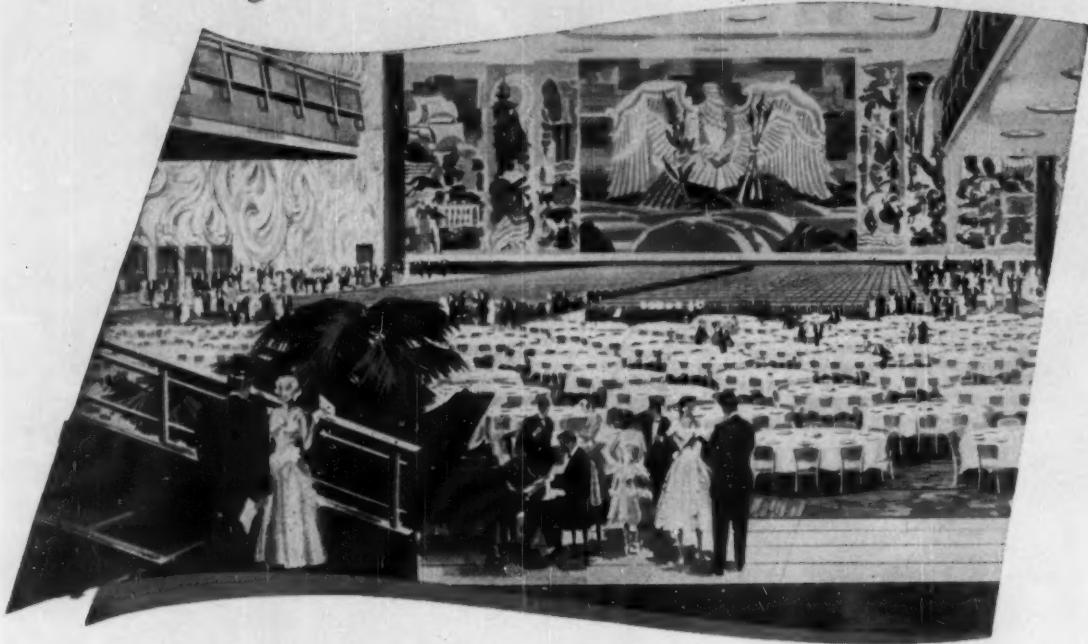
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JANUARY 16, 1959

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WASHINGTON, D. C.



BIRDSEYE "CREW" joins passengers at the ship's rail as boat pulls away from Memphis wharf.

Birds Eye Takes to the River

Old-fashioned selling techniques dramatized for frozen-food salesmen as stern-wheeler sails them down Mississippi from Memphis to New Orleans. Birds Eye Sales Showboat is kick-off to new marketing campaign and marks upcoming 30th birthday.

SOME STAND at the stern to watch the big paddle wheel churn up the river water into foamy bubbles. Others wave their tall silk hats or brown derbies from the forward rail as the boat noses into the muddy Mississippi channel.

"S. S. Delta Queen" glides from the wharf much as a wise old dowager enters a gala ball. Today she is a gay showboat. Bedecked with pennants and banners, she floats into the lazy current at Memphis for the strangest trip Old Man River has seen.

Birds Eye Division, General Foods,

is off for a unique sales meeting. Its 160 salesmen and executives are stirred by all the charm of an old-time river boat trip and the excitement of a new sales campaign. Combination of new and old, masterly entwined, gives this meeting both impact and long recall.

It all started many months ago. George L. Mentley, Birds Eye marketing manager, analyzed the company's marketing history. What made the company great was old-fashioned selling. How do you mix the old-time selling pressure (that forced a nation

to accept frozen food when it had a connotation of "storage") with the bright new sales campaign for a new line of frozen meals? A showboat theme evolved.

When you hire a 250-foot river boat and professional planners for your meetings, you are playing with high stakes. Mentley knew it. To pay the bill, the sales force had to work a little harder before the boat pushed its broad prow into the Mississippi channel.

Mentley set up a sales quota that would meet the costs of a showboat.

Individual salesmen had no quota to meet. It was a company quota. But salesmen got the word that Mentley wanted more sales in the six months' period before the Memphis to New Orleans sailing. Old-fashioned excitement, sweetened with an Oldsmobile for the best sales record, brought in the business — more than enough to meet the extra costs of an extra-special sales convention.

When Mentley thought in terms of an Oldsmobile prize, he was thinking in terms of something a little different than the rest of his "crew," but more about this later.

► Birds Eye called on two specialists to help put this meeting together. Travel Division, E. F. MacDonald Co., handled transportation, boat chartering, trip conduct, entertainment and meeting props. Poetzinger, Deckert & Kielty, Chicago, developed the serious sales presentations.

As methodical as an old river boat captain, Mentley charted every "bend" and "rapid" in the meeting program. Details were voluminous, but he insisted that all be worked out on paper. An old hand at this business of spectacular sales conventions, Mentley knows how to head off trouble. Too much was riding on this meeting to take any unnecessary risks.

Plans for Birds Eye Sales Showboat read as a minute-by-minute account of a satellite launching.

In advance of leaving his home for the meeting, each salesman received a leather pocket secretary. It contained his airline or train tickets to Memphis, luggage tags, and basic information. (Pocket secretary served a second purpose later. Salesmen were given printed fact sheets on the sales campaign. Sheets were designed to slip



GEORGE L. MENTLEY "struts" in the old showboat tradition at kickoff meeting.

into the leather wallet and serve as reminders during their sales calls.)

Four days before salesmen met for the kickoff session at Peabody Hotel, Memphis, Delta Queen was boarded by company executives and outside specialists. As the Queen sailed down to Memphis from Cincinnati, the Birds Eye "crew" built stages, erected scenery, rearranged rooms and rehearsed. Lumber and tools had been stowed for this use. Along the way they picked up special materials (wire screening to keep out mosquitoes, for instance) as needs developed. By the time the Queen docked in Memphis, everything was in order for boarding by salesmen.

As Birds Eyemen checked into the Peabody, their bags were hustled off to be stowed in their cabins aboard the Queen. Company officials were decked out in boat officer uniforms, circa 1880. Registration hostesses were gowned in Southern plantation finery—hooped skirts and full bonnets. (Costumes were rented.) Salesmen were given brown derbies, canes and false mustaches.

Original plans called for a torch light parade down Beale Street—from hotel to Delta Queen. Police regulations being what they are, kerosene torches gave way to battery-operated torches tied to canes. Brass band, costumed officials, drum major, derbied salesmen, banners and soundtruck flowed along Beale Street. Singing and laughter filled the night air. Gaiety followed the exciting kickoff session.

Salesmen became acquainted with each other before they left for the boat. They played friendship bingo. Each man had to have his card filled with signatures of other salesmen. Names of attendees were later called off and the man who's card was filled first—who had the names on his card—won a prize.

Salesmen could not bring their wives — no women were allowed to sail — but Birds Eye did not forget the girls. As each man registered for the convention, he received a small package. He was asked to address



◀ TORCHLIGHT PARADE down Beale Street turned into a "flashlight parade" when Memphis police banned kerosene torches.

the tag on the package with his wife's name. While salesmen didn't know what was inside, wives received a string of pearls with a note from Birds Eye to express the company's interest in their families.

Later during the trip, salesmen were given another package to be mailed to wives. This was a souvenir bail of cotton.

Orchestra that played for the kick-off meeting and marched to the boat, boarded the Queen to provide entertainment during the cruise.

Fine dinner salesmen had before boarding the Queen was a sample of what was to come. Good food — including Birds Eye new items — was a hit of the meeting.

► While a boat is ideal to keep captive an audience, it puts a special kind of responsibility on the company. What do you do to keep salesmen occupied when not in business session? Answer was entertainment; hence, careful attention to this phase of the meeting.

One night was set aside for Casino Capers. Gambling wheels spun and money changed as though it were Confederate currency — because it was! Birds Eye had thousands of Confederate bills to hand to each salesman. (Bills actually were authentic copies of the real thing—legal because Confederate money is not negotiable.)

A batch of prizes from power tools to bicycles were to be won with Confederate money. Distribution of prizes was handled sagely. Man who ended up the evening with the most cur-



MOCK TRIAL investigates sales possibilities of Birds Eye frozen food products.

rency had first pick of any prize in the house. Man with next largest wad of bills got next pick. And so it went until all prizes were taken. This system works better than the more popular auction, according to Birds Eye. Under an auction system, a big winner could walk off with most of the prizes because he could outbid everyone else. Birds Eye's plan limited one prize to a man.

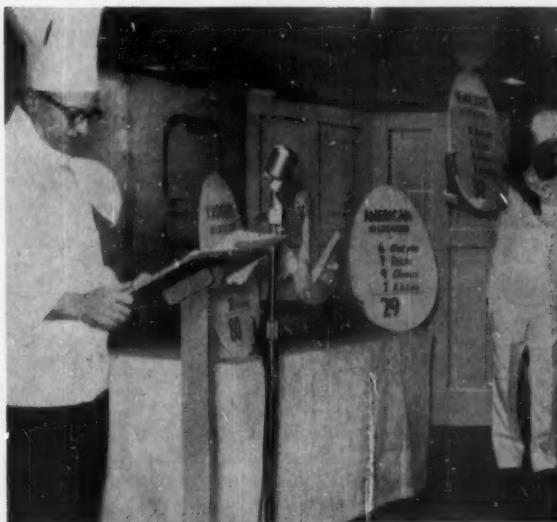
Strange part about this system of prize selection is that men do not select the most expensive prizes. They pick the item they like regardless of dollar value. Hence, some expensive gifts did not go until the fifth or sixth man had his pick.

Amateur night scored a triumph. In the past, Birds Eye field offices each prepared entertainment. What this meant was days and weeks of planning and rehearsing. It really

took time away from selling — or at least planning sales calls. Competition to better another territory's offering called for too much preparation.

For the amateur show aboard the Queen, a new policy was used. A few hours before the show, each territory was given a script, stage directions and basic costumes and costume ideas. Salesmen scurried around to augment their costumes and rehearse parodies of popular Broadway musicals. E. F. MacDonald, musical director, circulated among amateur groups to coach them. Within the two short hours, each group had mastered the simple lines and songs. The performance was a wow. Professionally prepared scripts and coaching made it painless for salesmen to prepare, and results more than justified the extra expense to have it arranged by professionals.

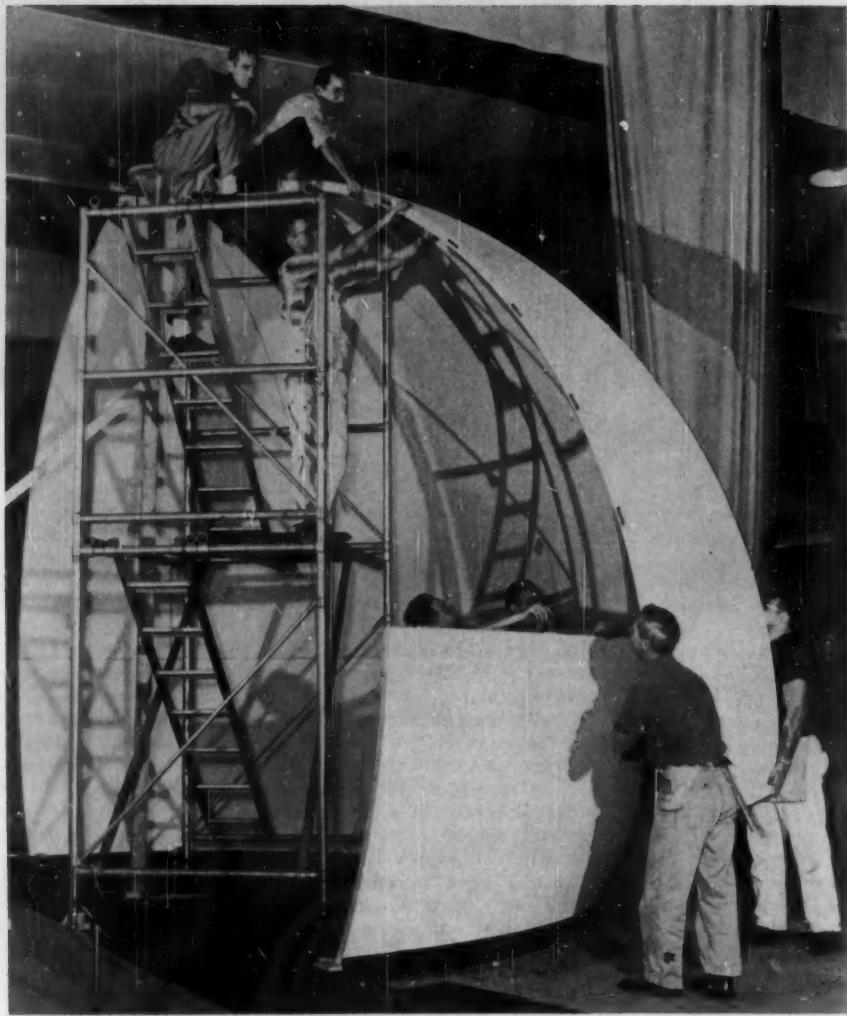
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HARRY TRIMM, Prepared Foods product group manager, donned chef's costume to discuss line of frozen foods.



RAPT AUDIENCE of Birds Eye salesmen, all sporting white chef hats, listen carefully to Trimm's sales analysis.



ONE SIDE of the specially constructed theater is a fiber glass hemispherical screen.

Chevy "Moves" Its Audience

New film system takes you for demonstration ride while you stand still. Curved screen gives 3-D effect. Camera and projector use single lens—extra wide angle. First developed for military.

EVERY FIVE MINUTES Chevrolet takes 110 prospects on a thrilling demonstration, right at the wheel of a 1959 model—and nobody moves an inch.

The car whizzes along on expressways, dives into tunnels, comes to a

quick, smooth stop when caution commands, then goes sailing across a bridge whose girders slide along the edge of the driver's vision. A ride into the suburbs follows, with a quick drive over roller-coaster inclines and turns.

You hear your host driver say, "How was that for a ride!" and it may take some seconds for you to realize that you haven't moved—unless you have jumped instinctively, or slapped down your foot on the floor when somebody cut into your traffic



VISTA-DOME system can be duplicated economically because it uses standard 35mm equipment.

lane. Chevrolet achieves this realism of the demonstration ride, plus a few extra thrillers, without taking more than a few minutes of the prospect's time.

► First public demonstration was at the 46th annual Detroit Auto Show, \$15-million exposition of the automobile industry, where the public crowded Chevrolet's Cine-Sphere theater for all of the 10 days of the big show.

Three-dimensional realism of the ride is made possible by a new motion picture technique developed by The Jam Handy Organization. It is unique in that it achieves this with only one camera and one projector.

Heart of the system is the widest of wide angle lenses, used both for taking and projecting the picture. Projected scenes match the angle of vision of the human eye. The screen is curved, with a horizontal axis or horizon of 180 degrees, or half-circle, and extends 90 degrees above the horizon. The picture, thus, completely fills the spectator's vision.

Color-and-sound motion pictures produced for Chevrolet by Jam Handy for use at the Auto Show were taken from moving cars. The spectator, therefore, is "at the wheel" for a ride that he remembers vividly after the show ends.

► Audience sees the show from a

series of platforms, each higher than the one in front. Realism is such that spectators are prone to sway "on the curves" and handrails are provided along the edge of each platform.

The new system arose out of exploration by Jam Handy for a better training device for the military, one which would simulate actual combat conditions in an age of faster-than-sound weapons. Detroit Auto Show marked the first non-military use of the system.

On its first sales assignment, the you-are-there presentation was a continuous one. The picture had 1,200 runs during the entire show, without a break in the flow of spectators.



THEATER is constructed of demountable sections for easy transport and assembly.



SPECIAL lens took year to develop.



EXECUTIVES WAIT speaking turns at Bakelite's first national sales meeting since 1947.

Bakelite's First Big One Since '47

National sales meetings are rare at Bakelite. But there was big reason for this one: change of company name and new marketing structure. One-day session covered 14 hours. While salesmen were at meeting, their customers received a letter with the news.

NATIONAL sales meetings for Bakelite Company were rare. Last one was back in 1947.

When the entire sales force—some 250—were summoned to New York City on comparatively short notice, everyone suspected something big was up. It was. The company changed its marketing structure and its name.

For many on the sales force, this sales meeting at Hotel Biltmore was their first experience at a national meeting of the company. All previous meetings had been on a divisional basis.

Few knew what was coming except top brass and the individuals who were to be in new jobs with announce-

ments of the new organizational chart. Rumors had been circulating, but the secret was so well kept, that the sales-force audience was taken by surprise.

With his opening remarks, J. D. Benedito, vice-president - sales, announced the first surprise. Henceforth, Bakelite Company was Union Carbide Plastics Co. Although "Bakelite" would remain as a trade-mark for many products, the company had a new name.

As salesmen sat in the audience and heard the news, their customers were reading about it in a letter—timed to arrive the same day—from R. K. Turner, president. "We wanted you to know about our new organization

plan in advance of any general announcement," Turner said in his letter to all customers. "Therefore, this letter and its enclosures are going to you while we are meeting with our entire sales force in New York. They will be back on the job early next week and can answer any specific questions you may have."

New organization divulged to salesmen was the creation of six regional offices, each under the direction of a regional manager who has broad autonomy within his area. Aim of the company is to speed up customer services with more "authority in the field," salesmen were told. "It will make unnecessary many of the gen-



VISUAL AIDS were used extensively. Here new Sales Director Joe Rodgers explains organizational structure to meeting.

eral office referrals previously required for action."

► Under direction of John B. Knowles, Advertising Dept. helped to whip the meeting into shape on short notice. Final decision on when to reveal new plans were made in August and Oct. 16 was set as the meeting date. Because the company wanted to get salesmen right back into the field, the meeting was scheduled for just one day — a mighty long day — 9:30 a.m. to 11 p.m.

It was not many workings days before the meeting that data was okayed and production could be started on slides. Visuals were necessary to show the new organizational charts and orient the sales force quickly to new procedures.

Announced changes were major. The company went from 10 materials divisions as a marketing structure into

a six-region set-up which superseded the product divisions.

James B. Knowles was named as the sales manager of the field force in the new regional organization. About a dozen new appointments were revealed as the day-long meeting progressed.

► At the dress rehearsal, day before the meeting, all talks were put on tape. The playback helped executives annotate their scripts to put more impact into delivery.

At the meeting itself, all talks were taped so that meat of the program could be played back for personnel in research, development and other sections of the company. Original session was for the sales force only.

Mid-morning and mid-afternoon breaks in the program gave the audience time to relax and digest the heavy volume of facts divulged by

company executives. Six of them used slides with their talks to help pace presentations and make retention of data easier for the salesmen.

► Questions were anticipated and so Q. and A. periods were planned into proceedings. A microphone was passed through the audience so that questions could be picked up for all to hear.

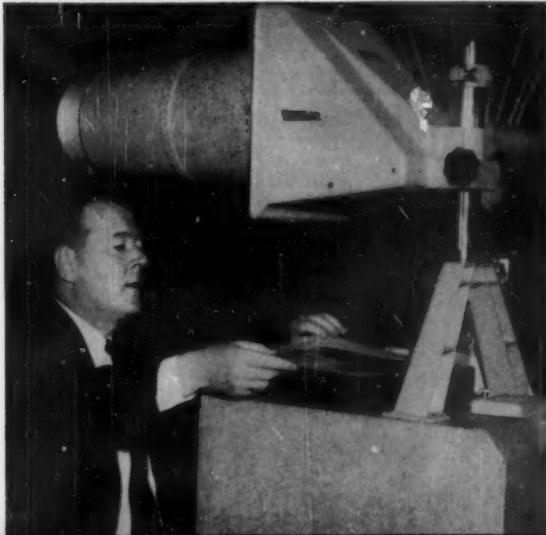
Discussions after final adjournment went far into the night. Next day, special small meetings were open to salesmen who had particular problems to clear up before returning to the field.

All sessions in this once-in-a-11-years meeting ran like clockwork. All telephones were cut from the meeting room. Messages were gathered in another room. During breaks, messages were flashed on the giant 12 ft. by 16 ft. screen. ♦

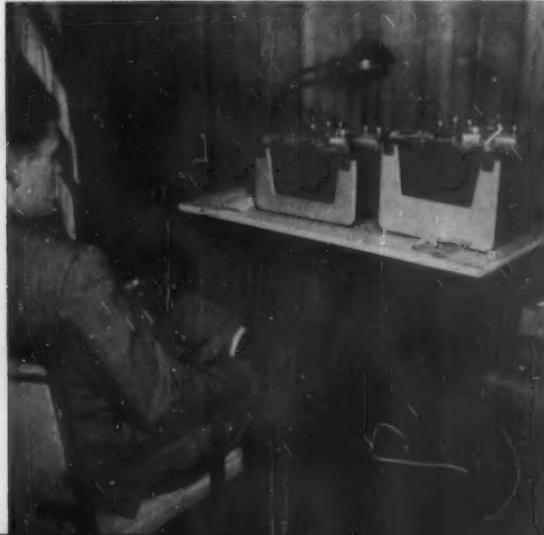
QUESTIONS WERE anticipated and microphone was passed through audience for question and answer period.

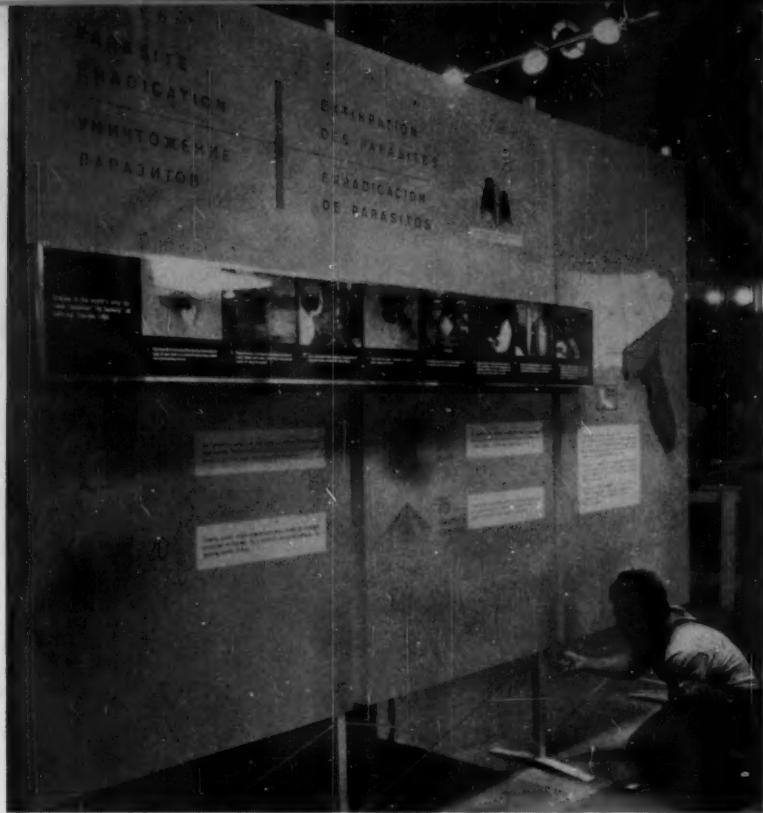


VISUAL AIDS materials are handled by Bill Connelly.



OPERATOR tapes meeting proceedings for non-salesmen.





WORKMEN put finishing touches on graphic panel designed by Walter Dorwin Teague Associates. Russian typeface was created by Teague for the U.S. exhibit.

Uncle Sam Outdoes Industry at Geneva

Our government's exhibits on peaceful uses of atomic energy paled all other nations' displays. U. S. industry efforts, by comparison, were weak. Foreign companies spend more on their exhibits and make better showing. Business-wise we did well.

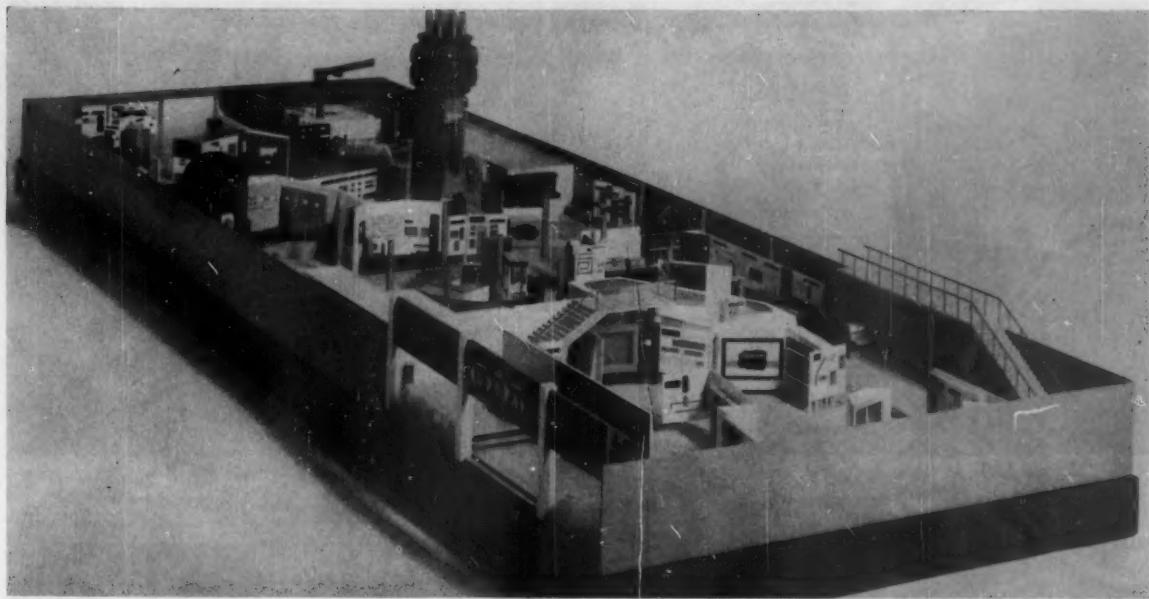
By LESLIE LEVI
President, Ivel Construction Corp.

STAY-AT-HOME AMERICANS have become so accustomed to adverse criticism (by their fellow citizens) of

certain efforts of their own government to effectively portray the U. S. abroad, that it's about time to turn

U. S. THEATER exhibit was divided into four sections to show different films.





MODEL of U.S. government exhibit designed by Walter a working model of an atomic reactor. Over-all exhibit consisted of 57 individual displays with theaters on upper level.



GENERAL VIEW of American Industrial section. Rotunda walls and central tower were supplied by AEC.

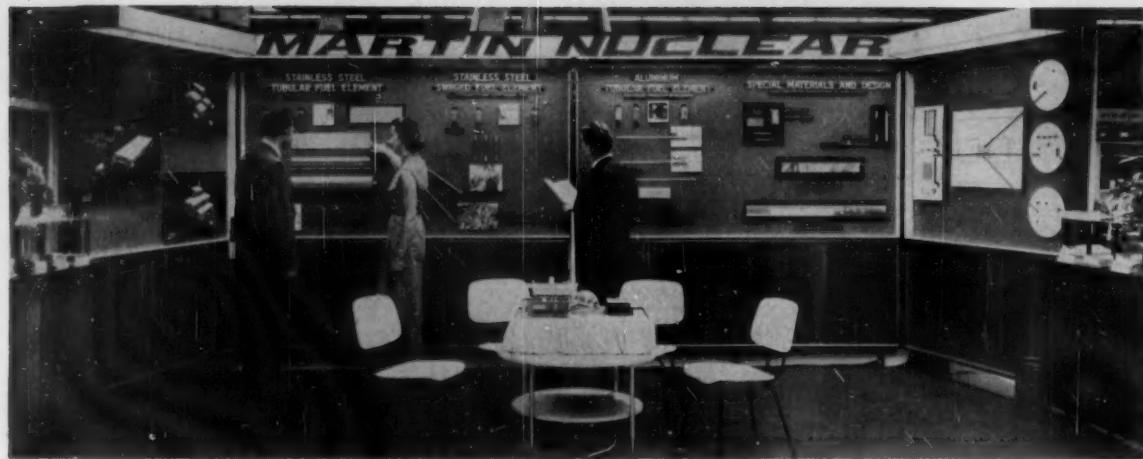
about and recognize at least one project in which the whole world admits our exhibit towered head and shoulders above all others.

Second International Conference on the Peaceful Uses of Atomic Energy, which packed Geneva to the rooftops with scientists and engineers during the first half of September, was the scene of a remarkable exposition.

U.S. helped to make it outstanding. For once, an agency of our government was allowed enough money, enough time and access to enough talent to do justice to our country's position of leadership in the nuclear field.

In a 90,000 sq. ft. temporary building on the United Nations grounds, the over-all exposition was a tre-

mendous educational job for a gathering of scientists from all over the world, though much of it was incomprehensible to 126,000 laymen said to have poured through it in two weeks. On the latter group, however, the intricate devices on display must have left a lasting impression of the complex nature of our civilization and the amazing "science-fiction" develop-



TYPICAL U.S. Industry exhibit was the standard eight-footer shipped over from the U.S.



OVER-ALL VIEW of British exhibits emphasizes the effective European use of cubic content.



TYPICAL British industry exhibit utilizes ceiling area for dramatic impact.

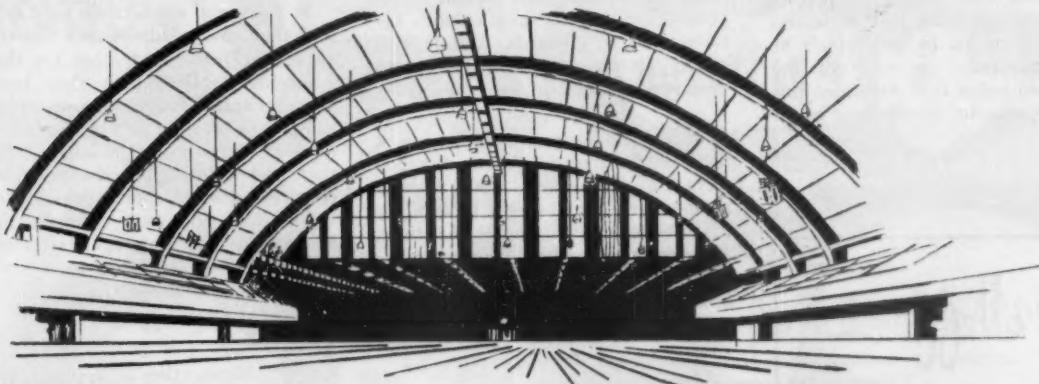
ments taking shape in the mind of man during this exciting era.

Here in this building, as well as in the conference itself (of which the exposition was merely a spectacular sideshow) there was a complete interchange of hitherto secret information. For the first time in the short history of atomic science, nothing was held back.

► A large part of the credit for organizing this huge mass of working equipment should go to the staff of Walter Dorwin Teague Associates for the nuclear fission area, and to Don Stewart of Union Carbide & Carbon Corp.'s Display Department for the thermo-nuclear section. Charles Barnes, exhibits coordinator, Atomic Energy Commission, and Dr. R. A. Charpie, assistant director, Oak Ridge National Laboratory, worked with them. This team of experts was given enough of a free hand to accomplish a highly professional job. Many other nations, of course, were represented in large spaces, but none even ap-

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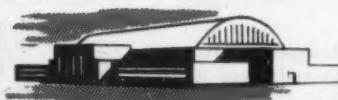
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proached our own in public interest, or in artistic method of presentation.

► I wish that last statement were true of the industrial exhibit, held concurrently in Palais des Expositions in downtown Geneva. Here, exhibits of all countries were staged by private industry, for the most part organized in national groups by individuals or trade associations. In view of the widely held belief that American private enterprise can do anything better

than government, I must sadly admit that U.S. industry's effort didn't hold a candle to that of several other nations, notably the British and French. This certainly cannot be blamed upon those who organized and coordinated the American group. It is rather the result of a difference in the basic philosophy of trade show exhibits between the two worlds, a difference which has always been apparent to observers of the European scene.

► It is a difference based upon a number of paradoxes, some of which seem to have developed without rhyme or reason. It might be brought into the open profitably at this time, when more and more American companies are finding a profitable market in European trade fairs. Let's consider a few of these items of "basic philosophy":

1. European tradition of trade fairs is hundreds of years older than ours. So what? If we can catch up and take the lead in practically every other technology, why not in the art of showing our wares? (I call this Paradox No. 1.)

2. European companies spend more for their exhibits. Why? When I put that question to the sales manager of an international concern in London, his laconic answer was: "Because it pays." The American branch of the same firm, by the way, spends far less, in a far larger market! (Shall we call this Paradox No. 2?)

3. You get more for your money when you buy displays in Europe. In terms of their own currencies, this one will hardly stand up. Fact is, exhibits get a bigger share of their total budget. But in terms of American dollars, it's certainly true for U.S. exhibitors in Europe. Sixteen American firms proved it in Geneva, to their everlasting delight, by contracting with U.S. display builders who have overseas production facilities.

4. European designers are better than ours. Don't you believe it! Answer to this one is simply that the European exhibitor pays more for design (usually 20% of exhibit budget)

and gives the designer more scope. He has greater respect for the value of good design as a marketing tool. Wherever the traditional eight-foot-high, one-third-out rule has been lifted in the U.S., our designers have shown the same imaginative results.

5. European exhibits are used once and then discarded. There's the real paradox! They spend more for their beautiful displays, then they break them up and throw them away. While the British on their side of the hall in Geneva were nosily smashing what they had so lovingly and expensively constructed a few short weeks before, we on our side were carefully disassembling ours and repacking them in padded shipping cases to be used again and again in the U.S.

► Next time the British go to an Atomic Show, they'll appear with brand new displays, especially designed for the new *nucléu*, while our shows succumb to the old eight-foot sameness about which so many have complained. The paradox lies in the thrifty habits our industry has developed in the face of America's reputation for prodigal wastefulness versus the alleged conservative "waste not, want not" economy of the old world.

► Whatever the reasons, we left Geneva with the feeling that we should have done a better job of presenting the U.S. atomic industry story to the world. In 45,000 square feet of space, there were 84 individual exhibitors in the British section. American firms, to the number of 52, occupied 33,000 square feet, including a central theme center by the Atomic Energy Commission, and a small movie theater. Of the total number of U.S. exhibits, 22 were eight-foot units, originally built for U.S. trade shows, and shipped back here for further use, again and again.

It should be noted that this exposition turned out to be a "big deal" for many U.S. exhibitors, most of whom were the well-known blue chip companies. Research equipment, nuclear reactors, and materials and components that make them possible can't be bought for peanuts. Sales and new contracts ranging up to \$5 million each seemed to be the order of the day.

► Answering a questionnaire, most American exhibitors expressed themselves as delighted with results of the show. They'll be back next time, in 1961—and maybe they can be persuaded to give their exhibits a little more "oomph"! ♦

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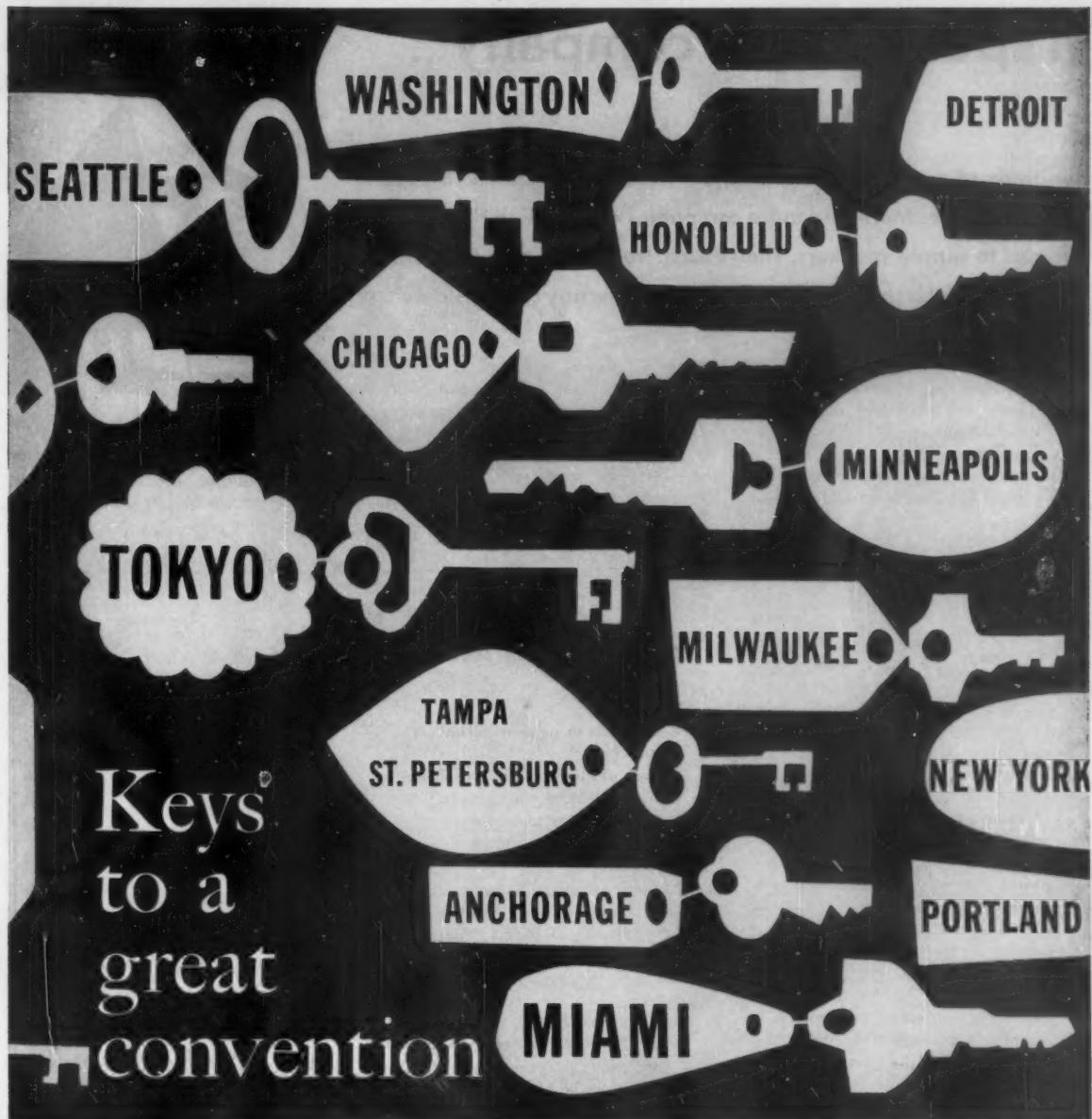
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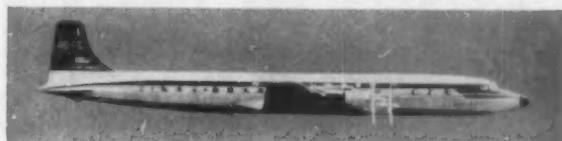
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you're planning a convention in Miami, Tampa, St. Petersburg—or anywhere else in Northwest's territory—plan on flying Northwest Orient Airlines.



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tablishing speakers bureaus and offering their top executives as speakers for banquets, meetings and conventions. There usually is no fee, but there may be some requirements on the size of the audience.



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How to Get and Handle Speakers

Looking for a "top" speaker on a particular subject?

American Society of Association Executives has just published a list of recommended speakers nominated by ASAE members who have used them on their meeting programs. Called "Top Speakers List," directory lists more than 80 different speakers, giving name, age, position, fees and outstanding speaking attributes for each. It also gives contact information, plus topics each speaker specializes in. Name and address of ASAE member who nominated the speaker is given if you want to check further before inviting the speaker.

Of perhaps equal value to many meeting planners will be the tips on making arrangements with speakers. Once you have chosen your speaker, says ASAE, you should:

1. Make your request and make definite arrangements about the fee. If there are expenses involved, tell him quite plainly what expenses you will pay. In your letter or talk include:

- date
- time and place
- type of speech or subject
- length of speech

- question or answer period later?
- type of meeting you're holding
- description of your group
- type and size of audience
- description of program

plan to record or broadcast his speech

4. Few days before the meeting send a reminder letter and again welcome him to the meeting

5. When speaker arrives:

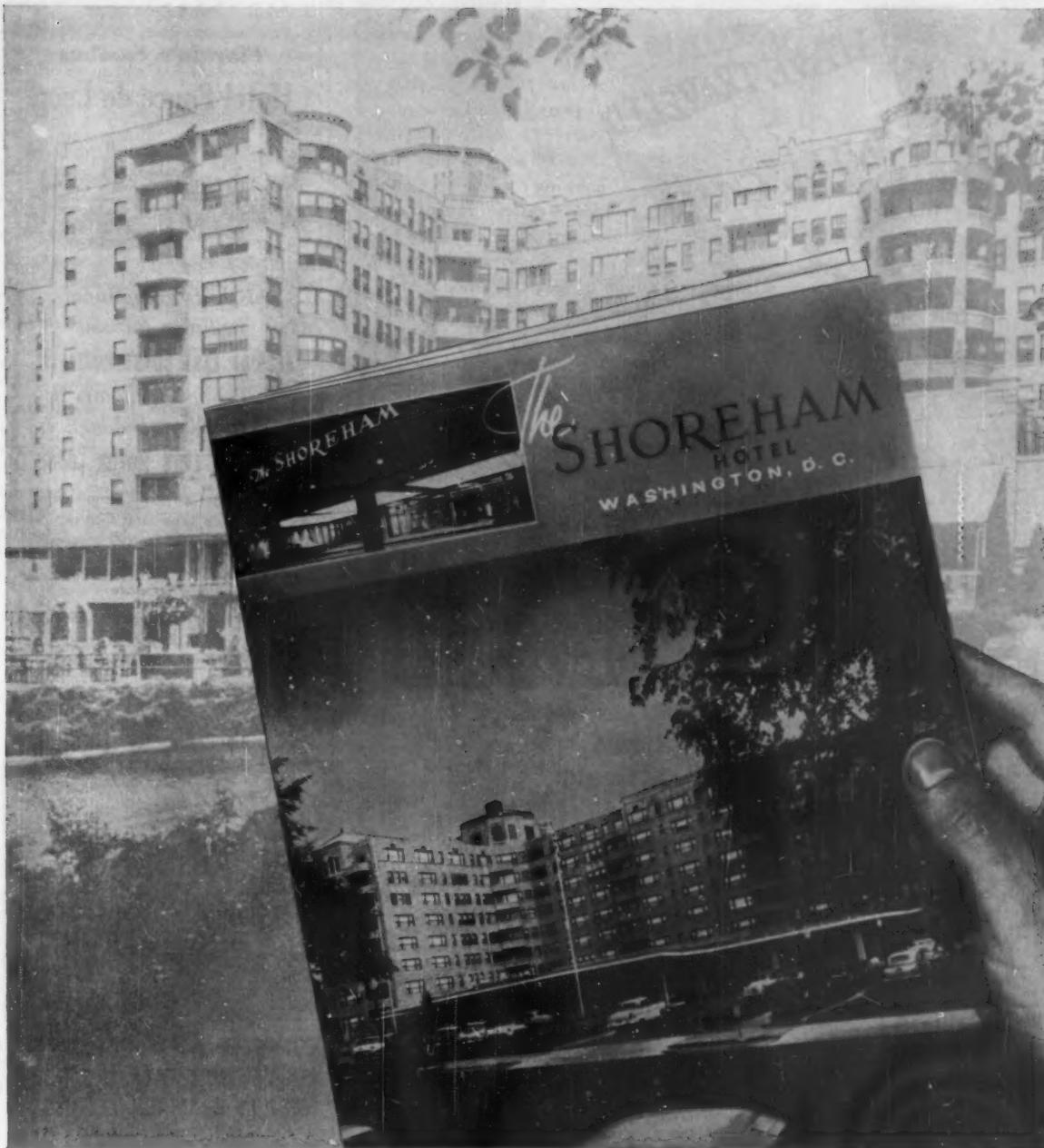
- have a note at his hotel telling where to contact you if you haven't met him
- arrange to meet with him as soon as you can
- arrange for escort from his room or door of meeting room to the speakers' table
- pay fee immediately before or right after the meeting

ASAE doesn't cover the post meeting arrangements but it's always polite to send a thank-you note to the speaker as soon after the meeting as possible.

Directory also lists each recommended speaker in a special index-by-topic which should simplify your choosing a speaker for a particular subject. Book sells for \$2 to ASAE members and \$5 to non-members. Copies can be obtained by writing American Society of Association Executives, Associations Bldg., Washington 6, D.C.

3. Publicity is important for both of you.

- send him data form for publicity information if he doesn't provide it
- follow-up with newspaper clippings of any publicity
- obtain his permission if you



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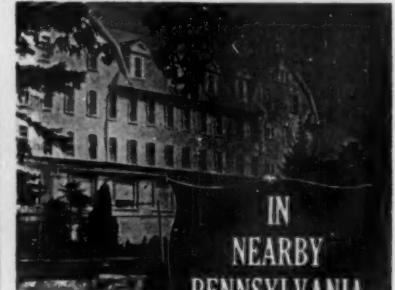
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Mount Pocono, Pennsylvania

Edward C. Jenkins, Manager



forward. Some companies will even handle publicity releases for you if you wish. All you have to do is contact the company and make your request. Speakers bureaus will pick a man to fit your requirements and take over from there.

Quick check around the country turned up many companies that maintain speakers bureaus.

DuPont Company of Canada formed its Speakers' Panel in 1945 to "provide a pool of trained speakers to fill requests and at the same time make the best possible use of the spoken word as a medium to foster a favorable public attitude towards the company," says J. E. Langlois, of DuPont's public relations department.

All divisions cooperate by providing volunteer speakers and the public relations department arranges company-sponsored training courses for members of the Panel. All speaking invitations are referred to the PR department. Department is responsible for coordinating public-speaking engagements whenever:

- employe is to be introduced as being connected with the company or if he plans to refer to the company, its practices, policies, processes or products, or
- employe's topic arises, even indirectly, out of the nature of his or her employment.

This, says Langlois, safeguards against overlapping speakers and subject material, inconsistent interpretations of company policy, or inaccurate statements about practices, processes or products. It also ensures that the right speaker is assigned to an engagement and that adequate publicity is given his address.

Company actively encourages employees to give talks to local groups. Officials emphasize that the role of the PR department is to coordinate Panel activities and to assist individual speakers.

PR staff provides supporting publicity, handles correspondence, helps to prepare speeches, offers advice on subjects and approach, provides details on time and place of the meeting, probable attendance and type of audience, data on preceding speakers and finds out whether the meeting place is equipped for motion picture or slide presentations.

Department provides the group which requested the speaker with biographical data or other material which might help to introduce the speaker and will also supply a news release if requested.

Speakers are not required to "beat



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Company _____

Address _____

City _____ Zone _____ State _____

the drum" for the company. If the speaker does refer to the company, department checks to be sure his statements are correct and consistent.

Company provides speakers with samples of DuPont products which he can use to illustrate his speech if necessary. Samples are packed in a convenient carrying case for each speaker.

DuPont has found speaking engagements fall into four classifications and divides up its Speakers Panel accordingly.

In the "general class" are persons competent to speak to large general audiences on topics such as development of the Canadian chemical indus-

try, operations and policies of DuPont and chemical research.

"Popular" speakers are qualified to address service clubs, rural gatherings, chambers of commerce, church and study groups and school groups on a wide variety of topics. Talks are usually non-technical, but some of the speakers are technical men who can describe their work in lay language. Bureau provides these speakers with a variety of samples and encourages demonstrations.

In the "semi-technical group" are speakers capable of speaking about a technical development, process or product to mixed groups of technical

and non-technical persons. They're not necessarily capable of dealing with highly technical aspects of the development.

"Technical" speakers can deliver well-prepared papers to chemical and engineering institutes, mining conventions and university classes. For this group knowledge of the subject is more important than the ability to make a speech, say company officials.

Categories greatly simplify the problem of providing qualified speakers to fill the many and varied requests for speakers the company receives every year.

Weirton Steel Company, Weirton, W. Va.-based division of National Steel Corp., isn't content with just filling speaking requests. It actively solicits speaking engagements and offers a wide variety of speakers, from the president to the company nurse. Speech topics range from "Quality Control in Steelmaking" to "The Changing Face of the Orient."

Company's speakers bureau was established in 1956 and in its first two years of operation members gave 266 illustrated talks to more than 24,000 people. Bureau members have all received professional training in public speaking at company expense.

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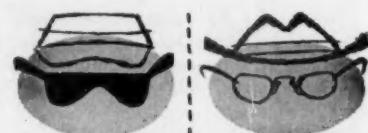
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RESORT AREA**

Write
CONVENTION COMMITTEE
CHAMBER OF COMMERCE
DAYTONA BEACH, FLORIDA

To promote the bureau, company has produced a 20-page booklet which gives biographical data, speech subjects and pictures of available speakers. Coupon is provided which organizations may use to request speakers. Speakers are available at no expense to organizations within a 30-mile radius of Weirton.

Company has also produced several 16 mm sound motion pictures which it makes available. Company representatives will present the film if requested. These are also provided free of charge.

Esso Research and Engineering Company, New York City, maintains a small, but active Speakers Bureau. Bureau was organized a few years ago to handle what was turning into a flood of requests for speakers. Started as an experiment, bureau has been going strong ever since.

Each year Esso distributes a small brochure to outline speech topics available. Speakers are members of Esso's technical staff who can explain oil research in down-to-earth terms.

There is no charge for the speakers, but company does require a minimum audience of 25. Talks run about 30 minutes and are illustrated by motion pictures. A host organiza-

tion provides only the projection screen.

Esso accepts engagements within a 50-mile radius of Linden, N. J.

Speakers bureau of Chrysler Corporation has 800 speaker-members organized into 18 divisions and four regional bureaus. Development and coordination of the different bureaus is under the direction of Speakers Bureau Center at company's Detroit offices. Response to the two-year-old program has been good, say company officials.

Everybody gets into the act at Chrysler. Speakers Bureau "directors"

represent each of the company's divisions. They recruit executives and potential speakers in their areas. To get the bureau underway, Chrysler produced a booklet, "Make Your Voice Heard." It outlines the value of public speaking to executives and the company. It was distributed to all prospective executive-speakers. It was followed by a personal invitation to join the bureau and a questionnaire. Questionnaire listed about 50 different speech topics and executives were asked to check off those they would be willing to speak on.

New employees are recruited for the

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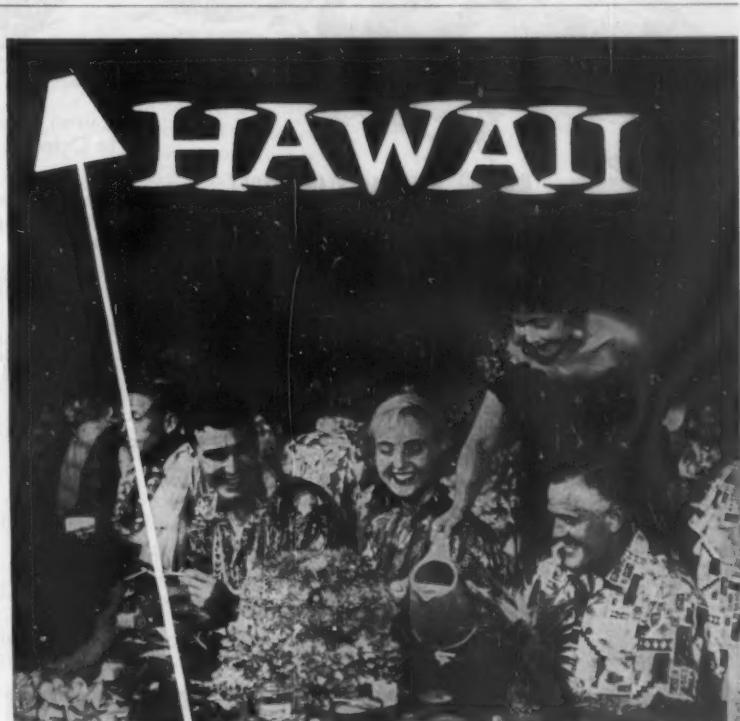
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bureau the same way. To those who accept the invitation to join the bureau, a personal letter of welcome and thanks is sent. Each volunteer speaker is notified that his participation will be noted on his management development record.

A day or so later the potential speaker receives his "Speakers Bureau Notebook." Specially designed loose-leaf notebook contains standard speeches, selected policy speeches by key executives of the company and fact sheets about the corporation. Divisional directors add fact sheets about their division and include speeches by divisional top executives.

Bureau members also receive "Effective Speaking for Chrysler Management," a how-to-do-it book on public speaking. To help sustain interest among people who participate in the program a "Speakers Bureau Newsletter." Current material for the notebook, plus booklets to give background data and reprints of significant articles are distributed regularly by Chrysler's Community Relations Department.

Lending library of reference and public speaking books is available to all members. Group speech courses are provided and individual members may take courses in effective speaking offered by the Training Center.

Each divisional and regional bureau maintains two sets of index cards. One set lists speakers and topics they are qualified to talk on; other lists topics and speakers available. Duplicate set is kept in the central bureau to give Speakers Bureau Center a master file for the entire corporation.

To show speakers that their efforts are appreciated a gift card with a note of thanks is sent from Chrysler's manager of community relations. It is sent just before a scheduled speech. Most active speakers in the bureau are given a public speaking trophy for "distinguished community service."

Company makes visual aids available to all speakers. Slide projector, screen, and a portable presentation aid—combining magnetic board, flannelboard, flip charts, small screen, blackboard and easel—are currently available.

Each speaker fills out an audience report form after each engagement. Visual aids developed by individual speakers are noted here. If the aids can be useful to other speakers they are publicized in the newsletter.

After each speech a follow-up letter is sent to the host organization by the manager of community relations to express thanks for courtesies extended to the speaker.

Bureau activities are still on the

increase. Chrysler recently prepared a slidesfilm, "The Forward Look in Detroit," which is available to all speakers. Film is accompanied by a narrative script to aid the speaker.

► Republic Steel Corp. started its speakers bureau in 1950 in Cleveland with just nine men. Today it has eight bureaus in the East and Midwest. Basic formula evolved by the first bureau is still being used for new groups.

Company hires college speech teachers to train each speaker thoroughly. Speech topics are chosen because of general interest, but are tied in with the steel industry. Visual aids are used as much as possible. Company supports speakers with publicity.

Training of speakers is considered an important part of the program by Republic executives. Most speakers come from the junior executive level and some have had college classes in public speaking. Few have done outside speaking.

Classes are organized on the local level. After five sessions of instruction class is recessed for a few weeks to give class time to prepare individual speeches. New speakers select their own topics — with advice and consent of management.

Each speech is delivered before the group who then criticize it. Heckling from the audience is encouraged. Tough audience reaction, says a Republic official, makes speaking before the public easy by comparison.

Visual aids are prepared to fit in with the speech and the speaker is ready to go out.

Company distributes brochures to describe its speakers and their topics. Bulk of distribution is to local club program chairmen. When an invitation is accepted, company clears dates with speakers, confirms arrangements and forwards biographical material for use in introducing the speaker.

Company public relations department will send a news release on the speech and a mat to local newspapers.

Public acceptance of Republic's bureau was so great, say officials, that they received invitations to address groups out in California. Because its men receive no extra pay and must make the talks during their free time, company felt compelled to limit the speaking engagements to the metropolitan area of its plants.

Investigation of company speakers bureaus indicates that they are not only willing to supply speakers to any worth-while group — they are eager! It pays off for them in good community relations and goodwill with prospects and customers. ♦

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SCHOOL was branch of George Gutekunst, v-p sales (left). E. V. Erickson (middle) explains stock ownership features.



OUTSIDE firm helped plan the meeting. W. J. E. Crissy (right) of Personnel Development, Inc. addresses the men.



School for Managers—Serious Business

"Detailed planning made it obvious that the company was approaching this school seriously. This was a different sort of a meeting. The company knew it and we knew it," says a district manager about Gardner-Denver's recent meeting for 76 men.

CRISP PACING and smooth operation of a well-planned meeting make a greater impression than the most

outstanding speaker.

This belief is evolving in the wake of Gardner-Denver Company's first

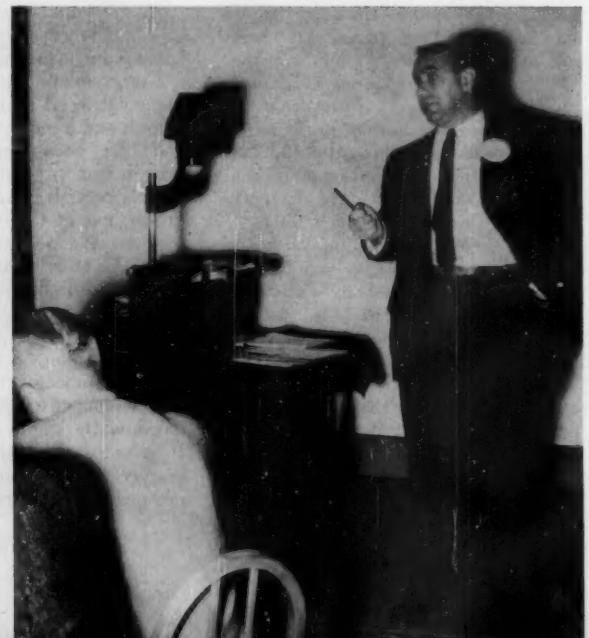
District Managers' School. This meeting brought 76 of the firm's key sales personnel to the home-office city, Quincy, Ill., for six days of 8-to-5 sessions.

While planning as applied to various elements of sales management was the central theme, operation of the school—a demonstration of first-class planning—made a significant impression on most "students."

Typical is the comment of R. L. (Russ) McLain, Gardner-Denver dis-

"EFFECTIVE PLANNING" was Samuel G. McMillan's topic.

J. S. SCHIFF was one of three non-company faculty members.





BUZZ SESSION is a study in concentration as Gardner-Denver district managers exchange ideas.



ROLE-PLAYING was another technique used. Here two managers act out an employment interview.

trict manager at Dallas, Texas, who says:

"When I get home, I'm going to put my feet up on the desk and do some real thinking. Nothing has demonstrated the value of planning more than this school."

"Don't get me wrong; the speakers here were tremendous and so were the workshop sessions," McLain adds. "But, basically, each class session stressed the importance of planning in one of the areas in which a fellow like me is involved."

McLain voices the most common reaction to the school, which was set

up to help students develop management skills for the sales field. The men who attended all hold positions of major sales responsibility or will be assuming greater responsibilities in the future, Gardner-Denver executives point out.

Students left the school, which ran from Oct. 27 through Nov. 1, realizing that specific planning can make them more effective in motivating sales personnel, improving relationships and communications with their staff and home offices and even in allocation of their own work time.

"Let's face it," says C. B. (Kit)

Kitowski, district manager at Edmonton, Alberta, Canada. "Up until now, when Gardner-Denver and most other companies needed a new district manager, they just promoted a good salesman. The system has worked pretty well, but conditions are changing."

George W. Gutekunst, vice-president in charge of sales, points out that the growth of Gardner-Denver made the school necessary.

"Our company has grown in sales from less than \$20 million in 1944 to more than \$72 million last year," he says. "As we have grown and our sales staff expanded, the role of the district manager has changed. Where once he participated directly in sales, now he manages the sales efforts of a staff."

Sales problems encountered by a growing company set the stage for the school, a real first for the company. It is a major manufacturer of products for mining, petroleum, construction and general industry. Firm celebrates 100 years of operation this year.

Gutekunst asked W. J. E. (Bill) Crissy to plan the school. They had met at National Sales Executives Graduate School of Sales Management and Marketing at Rutgers University. Gutekunst had attended that school where Crissy is faculty chairman.

Crissy also heads Personnel Development, Inc., New York, a consulting firm that specializes in sales personnel recruitment, selection and training.

As Crissy began initial planning, Gutekunst began filtering word of the school through his chain of district managers, to indicate that "there was a possibility" the school might be held.

On April 3, official word of the school went out to district managers. They were asked in a letter from Gutekunst to outline their thoughts on several subjects. These included the district manager's responsibilities, sales growth possibilities in their districts, type of person they seek in personnel recruitment, supervisory problems, successful sales training methods and specific management problems in which they are interested.

"Replies from district managers, when tabulated, dictated to a large degree the curriculum of the school," Gutekunst says. "Of course, Bill Crissy was dropping in on our district sales managers to discuss their problems in an effort to finalize his thinking about the curriculum."

To streamline the school's operation, each person attending was required to read in advance two books

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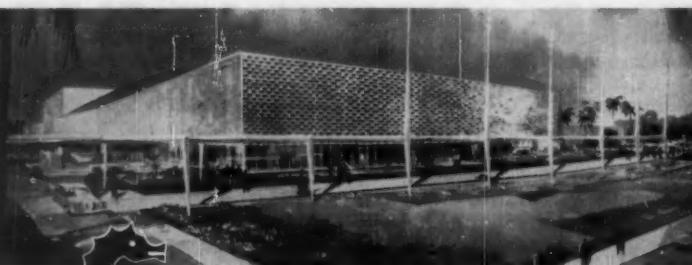
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on sales management: "Administrative Action" by William Herman Newman, published by Prentice-Hall, and "Sales Management" by Harold Howard Maynard and James H. Davis, published by Ronald Press.

Certain chapters of the books were stressed by requiring students to bring to school written answers to from one to four questions on the chapters.

After having outlined their own major problems and having done some special reading in the field of sales management, the 76 students converged on Quincy from throughout the United States, Mexico and Canada.

On arrival each was given a school workbook, which included the outline of each lecture, plus rules for effective studying and descriptions of various participation methods to be used: "Phillips 66" program, case-method system, role-playing and workshops. Background on a typical industrial distribution problem was included for a case-study session along with personnel interviewing forms for another class.

Appendix of the workbook included the summary of answers Gutekunst received to his April 3 letter, a roster of all students and a breakdown of workshop groups for various classes, plus details on housing and meals.

All classes were held in Lincoln-Douglas Hotel in downtown Quincy. Students were housed at the Lincoln-Douglas and the nearby Elkton Hotel. Days were tightly scheduled, running through four sessions with coffee breaks at mid-morning and mid-afternoon.

All meals were eaten in the hotel's main dining room, which was reserved. Dinners were shifted outside the hotel on three evenings to give students a change of atmosphere.

Pattern of the school included a general discussion of a topic, then specific applications to Gardner-Denver.

School opened with "What Is a Business," discussed by Samuel C. McMillan, head of the marketing department, University of Connecticut. Next session was "Gardner-Denver as a Business Entity," with E. V. Erickson, executive vice-president, as lecturer.

During the third session, McMillan spoke on "The Changing Market Place." Following him, Gutekunst discussed "Gardner-Denver's Marketing Plans."

Second-day topics covered the district manager's role generally, then touched on planning, personnel recruitment and selection. Employment interviews and personnel training and

supervision were discussed the third day. Fourth day was devoted to meetings and conferences, problem solving and decision making and communications.

Personnel motivation and development of leadership skills were covered the fifth day. Sixth was devoted to analyzing responsibilities of the district manager for sales and the art of delegating authority and responsibility, with a concluding summary on the school.

What was the attitude of students?

One anonymous Gardner-Denver district manager puts it this way:

"I've been to Quincy many times over the years, but this was the first time I found myself in a hotel room studying each night, and going to bed at 12 o'clock. Our company has been typical of most in that the annual sales meeting at the home office was looked upon as somewhat of a lark. However, the detailed planning made it obvious that the company was approaching this school seriously. This was a different sort of meeting. The company knew it and we knew."

► What element of the school most impressed non-company instructors?

"Application of the students was fantastic," says J. S. Schiff, professor of marketing, Pace College, and veteran of company sales meetings.

"I've never seen the dead serious approach I saw here. I had a class on 'Effective Supervision' at 1:15 p.m. on the third day. When I walked in at 1:10, the class was ready to go," he reports.

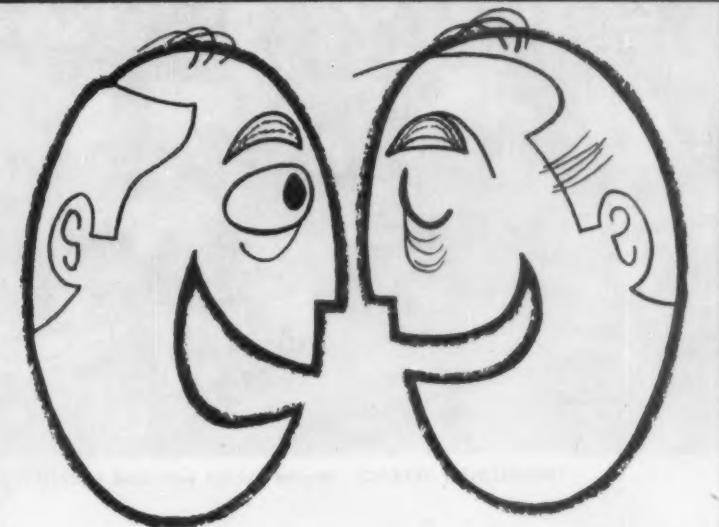
"This bunch of Gardner-Denver fellows was ready to learn," Crissy adds. "Obviously, they realized the school was tailored to their needs and they had prepared very carefully for it."

Gutekunst, one of the company instructors, along with Erickson, R. H. Ganz, general sales manager, and K. J. McDaniel, director of personnel, feels the school was a success.

Gardner-Denver President G. V. Leece puts it another way:

"We aren't looking for immediate gains. We feel the school has given these key men a new sense of their importance in the company scheme and new tools with which to harness their potentialities. We feel this school will be paying off for years to come."

► While Gardner-Denver executives are not ready to announce plans for 1959, they have decided that the planning that made the 1958 school an outstanding success will characterize future Gardner-Denver schools. ♦



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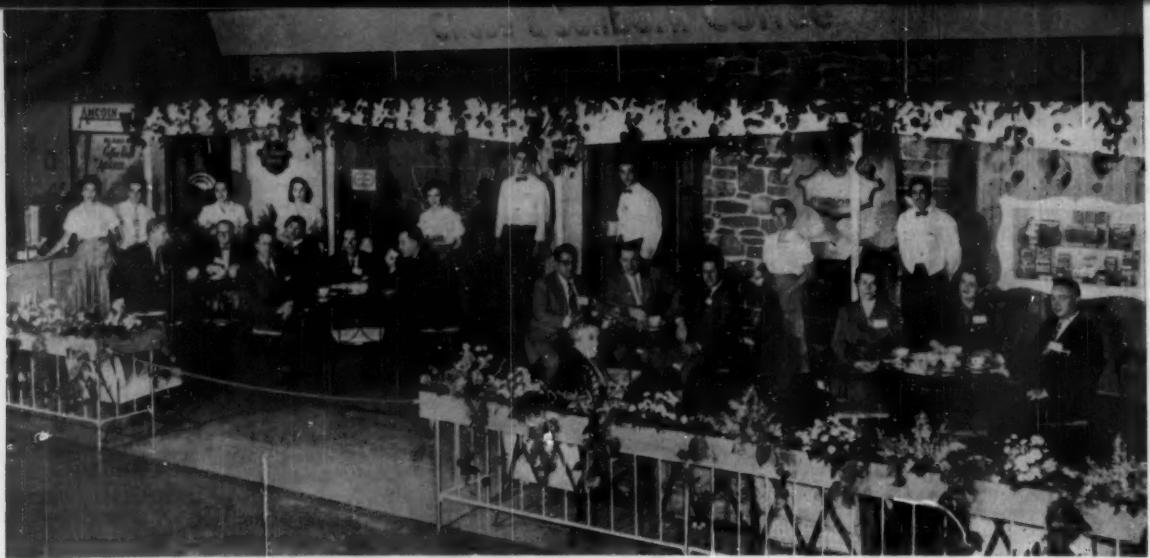
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"HOSPITALITY TERRACE" service exhibit was used successfully for the second time in '58.

Standard Brands Sells with "Hospitality"

Trade show approach started back in 1876 still works for Standard Brands. Multi-purpose exhibit puts emphasis on service.

By P. I. EISENMAYER

Vice President, Fleischmann Division, Standard Brands Inc.

SPEAKING IN TERMS of ultimate objectives, we believe in exhibiting at all the major hotel and restaurant trade shows because we believe it will help us sell more products.

By "we" I mean, specifically, Insti-

tutional Department, Fleischmann Division, Standard Brands Inc.—the department that sells our coffees, teas, desserts and bakery ingredients to the nation's hotels, restaurants, industrial feeders and public institutions.

Before going into the specific reasons for this belief it might be interesting to mention that Fleischmann Division's trade show tradition is at least 82 years old, since it can be traced straight back to the famed Philadelphia Centennial Exhibition of 1876, where Charles Fleischmann introduced his compressed yeast to the nation's bakers by serving them light and fluffy yeast-raised rolls and coffee in an exhibit that looked like an elegant sidewalk cafe. While there are no records as to whether the coffee served at this first Fleischmann exhibit was roasted and sold by a pair of proper Bostonians named Caleb



EXHIBIT emphasizes service and displays company products.



FIRST exhibit introduced yeast at Centennial Exhibition.

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Florida is a magic word when it comes to conventions, and Miami Beach the icing on the cake.

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and photographers at your service 'round the clock!

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Your group, under the constant supervision of our General Sales Manager, Harry N. Snow . . . and of course, General Manager, Dick Frey administering the Golden Rule.

For full details and color convention brochure, write—Harry N. Snow, General Sales Manager
Dick Frey, General Manager

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THOMAS FITZGERALD, Sales Manager

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Miami, Florida

Chase and James Sanborn, it is by no means impossible, since all three of these bearded and/or mutton chopped pioneers were busily promoting their products during the same post-Civil War period.

Getting back to the 20th Century, and the statement that the ultimate objectives of our trade show exhibits is to sell more of our products, it should be pointed out that in the achievement of that objective we use the exhibit as a many-purposed thing—which is a kind of poetical (though not exactly original) way of saying that we use exhibits many ways.

For example, we use it to display and to "demonstrate" our products; to greet and entertain our present customers; to meet and entertain prospective customers; to strengthen the identity and prestige of the company we work for, and to play our part in supporting the industry we serve.

Exhibit we use for all these purposes (which could be seen "in person" at the National Hotel Exposition in New York City's Coliseum, November 3-7) is called "Hospitality Terrace" and in appearance and function is not unlike the sidewalk cafe that was created by Charles Fleischmann for the Philadelphia Centennial of 1876. (In this connection it is interesting to note that while the similarity in appearance is purely coincidental, the similarity in function is not. "Service" is and always has been a cornerstone of Standard Brands selling.)

First of the exhibit's 20th Century ancestors was "Hospitality Gardens"—an impressive edifice which included a house as well as a garden and which made its debut at the 1949 National Restaurant Assn. trade show in Atlantic City, where it occupied the entire center stage on the huge Steel Pier. In the years that followed, the "Gardens" became a more streamlined and efficient "Terrace," but the exhibit's hospitality theme and hospitable atmosphere have been preserved intact.

The larger exhibits put the emphasis on service rather than display—that is the service of tea or coffee in the cup rather than the display of tea or coffee on shelf or in shadow box. Reason behind this is obvious: No one has yet made a pound of coffee that can attract and stop a weary restaurateur on his appointed trade show rounds, and no one has found a better lure for the same weary restaurateur than a hot and fragrant cup of coffee. In addition to using the service of coffee as a sure-fire lure for trade show visitors, it is also used to demonstrate the fact that

when Chase & Sanborn's restaurant coffee is properly brewed, it makes a drink that's fit for the gods—a not-too subtle suggestion that it's also fit for the visiting restaurateur and his customers.

As you might imagine, the service of coffee or tea in a restful and congenial atmosphere is an ideal way to cement relationships with present customers—to build a closer relationship with prospective customers and to actually take orders for products. However, the degree to which the exhibit is used to build goodwill with customers or to get them to sign on the dotted line is left to the judgment of our sales representatives.

As I have said, one of the exhibit's secondary purposes is to strengthen the identity and prestige of the company the salesmen represent. And here again we feel that an attractive and impressive "serving" exhibit can be more effective than an exhibit that places major emphasis on product display. We know for a fact that thousands of institutional operators who attend hotel and restaurant trade shows have learned to identify "Hospitality Gardens" or "Hospitality Terrace" with the rather vague corporate entity they knew as Standard Brands. And we are firmly convinced that their friendly feeling towards our familiar exhibit is extended in worthwhile measure to our company.

► Last but not least of our several supplementary purposes in taking a large and impressive exhibit is to support the hotel or restaurant association sponsoring the trade show in which it appears. This responsibility was a very real consideration in the days when the value of trade shows was not fully appreciated and exhibit space was difficult to sell. Even today, when most shows are jammed to capacity with exhibitors, we consider it a responsibility to make our exhibit as attractive and interesting as possible—for the sponsoring association's sake as well as our own. We realize that this particular purpose may seem to be a rather far cry from the ultimate objective of increased sales. Nevertheless, more than 90 years of nationwide selling to the institutional and baking industries has firmly convinced us that the stronger the association the stronger the industry and the larger our sales.

In conclusion, I should mention that the trade show exhibit is only one element in our over-all marketing picture. However, since the Fleischmann Division's selling efforts are aimed at the trade, rather than at the public, we regard the trade exhibit as an absolutely essential element. ♦

What's New In Exhibits?

NEW HOME OFFICE of Boonton Molding Company, Boonton, N. J., features a hard hitting, high style of merchandise display as example to visiting department store buyers. About 25 feet long, it's a convincing demonstration of consumer sales impact for Boontonware.

AND AGENCIES, too, need the drama of displays. Erwin Wasey & Ruthrauff & Ryan are now using a portable showcase for their own presentations to clients. Housed in a hand-carry suitcase, it sets up in a jiffy and opens to tell a complete graphic story.

NEW YORK'S LATEST and smartest permanent exhibit is the "Design Center for Interiors" in the East Fifties. Conceived by Tom Lee for the decorator and home owner, its many booths present the finest in contemporary taste.

NOW IT'S EASY to exhibit for the European market. Thirteen U.S. companies proved it with spectacular displays at the Geneva Atoms for Peace Exposition, designed by IVEL in New York, built and serviced by our low-cost European plant.

ANOTHER SELF-CONTAINED carry-type display is now hitting the jackpot with Army and Nurses Corps recruiting agencies. Built into a suitcase, it opens up to a three-wing exhibit, with transparencies, copy plaques and a writing ledge for information cards. One hundred of these displays have just been put into use.

SOME SAY business is bad, but there's no dearth of good display ideas to make it better. For the smart design organization, a recession is a challenge that brings out those new ideas to stimulate a client's sales.

IVEL'S new PLANNED ECONOMY PROGRAM is a good way to save time and money for clients who enter more than one show a year. Ask for literature.

Wherever smart ideas are needed for ultimate display effectiveness at sensible cost, you're likely to find the skilled hand if IVEL. Whether large or small, try us on your next project.

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E. Harris Knight, Sales Manager

Books on Meetings and Tours

New books offer tips to conference planners and plant tour arrangers. Ideas are valuable to old pros as well as beginners.

Host of new books and pamphlets for the meeting planner cater to the growing interest of business in effective meetings. While some are aimed at the neophyte, most planners can pick up some good tips from anyone of them.

"How to Hold a Better Meeting" by Frank Snell (Harper & Bros., New York City, \$2.95) packs a lot of meat into one small volume. Snell's formula for a better meeting starts with a written agenda sent to everyone expected at the meeting. Agenda can reduce the number of unnecessary meetings by placing the burden of calling the meeting squarely on the leader and getting it down on paper.

Every agenda should list date and place of the meeting, subject, estimated length of the meeting, names of persons to attend, background of the subject, present position of the subject and, most important of all, the goal of the meeting.

Keep your conferences small, counsels Snell. All too often, people are called to meetings that do not require their presence. Extra man will only confuse the issue by "throwing out something" whether it applies to the problem or not. Best conferences are for 15 men or under.

There are basically four different types of meetings — report, decision-making, creative and training. Each requires a different type of leadership. Report meeting, designed for the rapid and direct presentation of reports, is an authorization conference guided by a strong leader. Decision-making meeting needs strong direction which allows idea to be aired but keeps the meeting firmly on the track.

Creative meeting operates best with a minimum of control from the leader. In the training meeting the leader should remain in the background. It's his job to summarize points and keep the discussion moving without being an active participant.

Book covers many of the basic meeting problems and offers solutions in clear, meaty language.

"Better Business Relations through Plant Tours" (U. S. Chamber of Commerce, Washington, D. C., .50) is a guide to planning public tours through

your business or plant. Booklet gives do's and don'ts on invitations, publicity, pre-tour housecleaning, transportation and parking facilities, and tour follow-ups. (See box below.)

"How to Harness a Conference" by Don Herold (Hammermill Paper Co., Erie, Pa., free) offers some good tips on getting the meeting underway. Herold advocates more writing and less talking at conferences and shows printed forms the meeting planner can adapt to his own needs. Obvious act of writing down a record of your progress will keep the conference on the beam and exclude "hot air on extraneous subjects." Post-meeting memo outlining decisions reached at the conference gives everybody a clear, written record of the proceedings and helps get action underway.

"The Conduct of Meetings" by

G. H. Stanford (Oxford University Press, New York City, \$3.25) takes a lot of the fog out of rules of parliamentary procedure and offers a simplified guide to opening the meeting, plus handling resolutions, nominations, elections, and voting. Second half of the book gives examples of implementing the rules outlined in the first part.

"Meetings and Their Payoff" (Hunter Douglas Aluminum Corp., Bridgeport 2, Conn.) was prepared for Hunter's sales force as a guide to staging dealers' meetings. Booklet offers three rules for successful meetings. Have a message. People don't attend meetings for free steak. They want ideas they can use for better performance, better profit, or both.

Meeting is as successful as its preparation and exploitation. If you don't have the manpower, time or facilities for work for your audience — don't spend your money on a meeting. If you don't have a sales force ready to follow-up the meeting, you're wasting your time and money.

Successful meetings depend upon careful consideration of seemingly minor details. Put everything in writing and make checklists of everything you should remember. ♦

20 Guideposts to Good Plant Tours

1. Determine immediate and long-range goals.
2. Appoint a committee to plan arrangements.
3. Set a date far enough for adequate planning. Check for conflicting civic events.
4. Plan the program as carefully for 10 as 1,000.
5. Prepare employees for tour.
6. Take group of employees on "test tour." Check for reactions and suggestions.
7. Have name tags or badges ready.
8. Treat all visitors as important guests.
9. Have top executive greet them.
10. Explain company and operations briefly. Use film if possible.
11. Provide an escort for each 10 visitors.
12. Use guides who know the
- company. Avoid canned commentaries. Brief guides on group background and special interests. Guides should explain and interpret on tour and avoid lectures.
13. Stick to a schedule.
14. Avoid sightseeing tour. Explain how company fits into the economy.
15. Use visual aids whenever you can.
16. Re-check tour routes eliminating safety hazards.
17. If practical, invite guests to lunch in cafeteria.
18. Give guest some "take-home" material—souvenir booklet or inexpensive sample.
19. Follow-up with thank-you letter to each visitor. Send annual report or significant executive speeches to keep in touch.
20. Evaluate tour carefully and objectively to improve on next tour.



HONORARY degree is awarded by H. O. Dermody.

Why Pfizer Created Its Own College

Heavy technical and scientific data can't help to make a sale unless they can be translated for the consumer. This is the salesman's job. To help him, Pfizer turned its sales meeting in a graduate school. Its own people made up the college faculty.

By HUGH O. DERMODY

Asst. Gen. Mgr., Agricultural Division, Chas. Pfizer & Co.

UNIQUE COLLEGE — it opened its doors on Monday morning and degrees were awarded on Friday afternoon. Student body and faculty numbered about 100.

No examinations were given. No fees were required. Veterans of military service received no special consideration.

The school was Pfizer Agricultural College, Graduate School of Applied Sales. Actually, it was the setting for the national sales meeting of the Agricultural Sales Division, Chas. Pfizer & Co., Inc., 110-year-old drug and chemical company of Brooklyn, N. Y.

The college was in session the week of August 25-29 at Miami Beach, Fla. It had a very serious objective. Purpose was to better fit salesmen, advertising and public relations representatives, and others charged with telling the story of Pfizer's agricultural products to consumers, to carry out their tasks.

A two-fold problem inspired the decision to adopt a collegiate format for the meeting.

First, the continuing technological revolution in agriculture has made farming today so complex that only a scientifically trained person can ex-

plain some procedures so the layman will understand.

Second, Pfizer products are sold mostly to feed manufacturers and local dealers. Result is that salesmen have little contact with the ultimate consumer—the farmer. But on the other hand, they must know the farmer's requirements in order to work successfully with those who eventually fill those requirements.

Ever since this industry came into being, key problem has been to take subjects that are highly technical by nature and to translate them into terms that the sales force could use



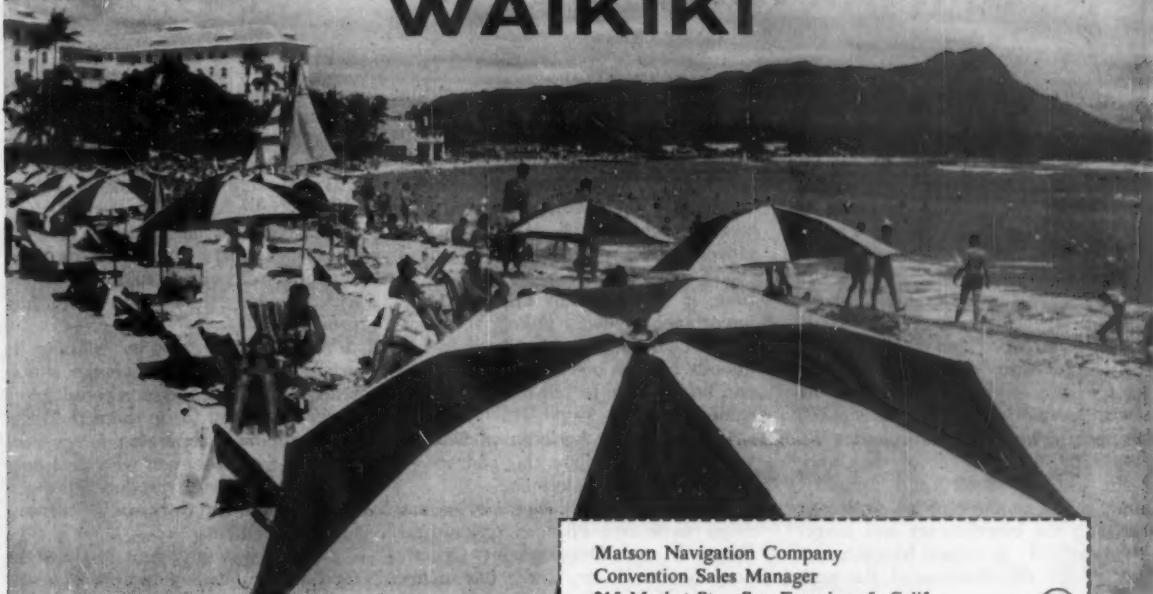
GROUP of Pfizer salesmen attend a "lecture" given by member of Pfizer college "faculty".

Hawaii's newest meeting facilities, the Matson Waikiki Beach Meeting House seats 1000 in air-conditioned comfort, offers the latest in lighting, public address systems, movie equipment and display booths. Sound-proofed room dividers provide complete privacy for as many as five smaller groups. Banquet or luncheon service, too, is available for up to 850 people.

The Matson Meeting House is in the Heart of Waikiki, center of sun and fun, just steps away from the best surfing beach on the Island, fine restaurants, shops, entertainment centers, theater, banks, professional and transportation offices. Close by, too, are the four famous Matson Hotels—the Heart of Waikiki. The Princess Kaiulani, SurfRider, Moana and Royal Hawaiian Hotels have more than 1,000 guest rooms plus a wide variety of meeting facilities.



MATSON OFFERS MORE IN THE HEART OF WAIKIKI



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Mr. E. K. Hastings, Vice President

JANUARY 16, 1959



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to explain advantages of Pfizer products to customers and ultimate consumers.

These explanations are necessary—and they must be scientifically authentic—if, in the end, the salesman is to play his full part in giving Pfizer's Agricultural Division a competitive advantage.

Let's look at a few examples of the kind of explanation we had to put across.

Take the term "potentiation of antibiotics." To over-simplify, when we say an antibiotic has been potentiated we mean a way has been found to increase the blood level of that antibiotic in livestock and poultry. Greater the amount of an antibiotic reaching the bloodstream and longer it remained in the bloodstream, greater the effectiveness of the antibiotic.

Another example is the Pfizer product, Vitamin A palmitate in gelatine. Our college students had to be shown why Vitamin A particles embedded in gelatine beadlets are superior to competitive products.

So much for the basic problem. Next, it was necessary to concentrate on ways and means to help all of those associated with sales to get a

better understanding of the most important man in all of agriculture—"Jim Farmer."

"Will it help Jim Farmer?" is a criterion we have constantly in mind as we develop and sell our products.

This philosophy is of vital importance to salesmen. We like to call it "consumer concept." At the same time, it by no means minimizes the importance of every link in the marketing chain. It simply points up that nobody benefits unless those things we and others have to sell reach the consumer's hands.

Goal of Pfizer Agricultural College was to firmly implant this concept in the minds of our salesmen.

Choice of the collegiate format came naturally. Pfizer's Agricultural Research and Development Center, near Terre Haute, Ind., has many aspects of a college. Extensive research in fields of animal health and nutrition, both basic and applied, is carried on there. The Terre Haute staff includes bacteriologists, nutritionists, veterinarians and other scientists—many of whom have served on college faculties.

We wanted to place primary emphasis on those subjects in which our students were most interested and

which would do them the most good in the field. It was logical, then, to draft Terre Haute's scientists as the nucleus for the faculty.

There were some problems. Naturally a salesman from New Jersey, where farmers are heavily in the poultry industry, has interests considerably removed from his colleague in Iowa where the emphasis is on hog production.

We overcame this by running as many as four different classes simultaneously so that the men could select those calculated to do them the most good. Similarly, separate courses were planned for those men who deal only with animal health products and another group that works only with our feed supplements.

Next, it was important to show the men that the collegiate approach was not adopted in a flippant vein. To do this, we reversed the usual process and scheduled inspirational talks by Pfizer President John E. McKeen and Vice-President J. Jerome Thompson, head of the Agricultural Division, on the opening day instead of at the close of the session.

All props were made as authentic as possible to give a genuine college atmosphere. Main assembly hall and

classrooms were equipped with desks, blackboards, laboratory equipment and the like.

Because there was some danger of "scattering our shot" with as many as 80 classes scheduled in a single week, we made it a point to hold a general assembly at least once a day.

At these times, top men in the sales department took over to show the students how to make best use of information they had picked up in scientific sessions. We did not expect scientists on our faculty to provide sales "clinchers."

Lastly, there was some danger that the college might produce a lot of sales theory which would not be translated by the men into practical advantage. Last two days, therefore,

were devoted to vocational practice in which each student was called upon to put on a practical demonstration for the benefit of his entire class. The faculty served as a body of critics, making suggestions to each student on how he could change his presentation for greater effectiveness. Instructors also helped to clear up technical or scientific points over which there appeared to be some confusion.

So much for the procedure. Now a bit about the nuts and bolts involved in planning an operation on this scale.

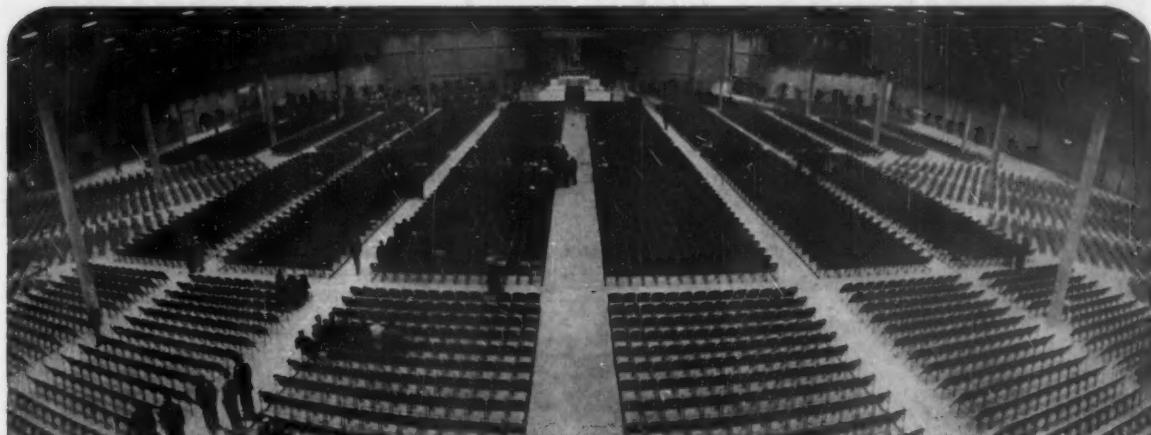
Actual planning of the conference began six months before the date set for the meeting. Three men spearheaded the planning committee: Fred Manley, director of sales promotion and advertising; Robert L. Robinson,

sales operations manager; and Bart L. Ruggiero, promotional production manager. Their job was to plan a program calculated to get the desired results, giving consideration to both the environment and execution of the weeks' activities.

We wanted to do two things: (1) Teach and train salesmen of the Agricultural Division on the scientific benefits and advantages of our products; (2) Motivate the men to make use in the field of techniques methods and facts that would be learned during the meeting.

A fresh approach—something different—was needed. Again the college atmosphere seemed to fill the requirements. It was fresh. It was different.

As I have said, faculty was no



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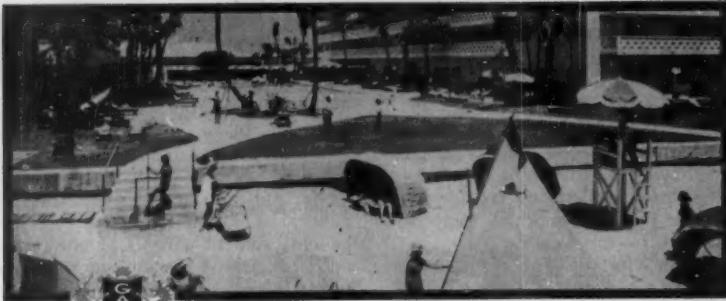
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problem. The nucleus was already on the payroll. Nor did rank raise an issue. We started at the top and worked down. J. Jerome Thompson, as general manager of the Division, became chancellor. As assistant general manager, I was vice-chancellor; Dr. Herbert G. Luther, research director at Terre Haute, became dean of the College of Agriculture, and so on.

Next, the college seal. This, too, was easy. For some time the Agricultural Division has used a pictorial illustration of a white-coated scientist with a bag of feed on his shoulder and the slogan "Science Comes to the Farm in a Feed Bag." The planning committee selected this as a fitting background for the seal, enclosing it in a circle and adding the date.

A catalogue to announce class schedules and entrance requirements was designed. The men thus received facts in advance about all of the courses and when each of them could be taken. (This enabled a salesman to select courses which would be of most practical benefit to him.) Result was a close facsimile of an actual university graduate school catalogue.

Among other things, it informed students that: "Pfizer College admits qualified students only, regardless of race, creed or nationality. Women are not admitted at any time. . . . Division of Physical Education and evening extension services offer non-credit courses for those so inclined—chiefly in afternoon and late evening and early morning hours."

Briefly here were other suggestions

to create the proper atmosphere:

1. **College Counselors:** Problems among undergraduates and graduate students are quite common, so counselors are necessary. Who got the call? Regional sales supervisors.

2. **Faculty robes:** These were rented. They were used at the opening session when the faculty was presented to the group.

3. **Mortar Boards:** Production department made most of these from black cardboard and black crepe paper. Others were rented for faculty members. All students wore them at graduation.

4. **Diplomas:** All graduates received a specially inscribed diploma, duly signed, sealed, witnessed, rolled and tied with red ribbon.

Classrooms were set up adjacent to the main assembly hall. Each room was clearly labeled so that students, by consulting their college catalogues, easily could find where each class would be held.

Now for the actual operation: Experience of those in the public relations and advertising fields shows that most people retain 10% of what they hear, 20% of what they see, 50% of what they hear and see, 70% of what they say, and 80% of what they say and do.

The college operated on this premise. Each proven learning process was used. There were lectures, workshops, visual programs, demonstrations, and individual and group participation.

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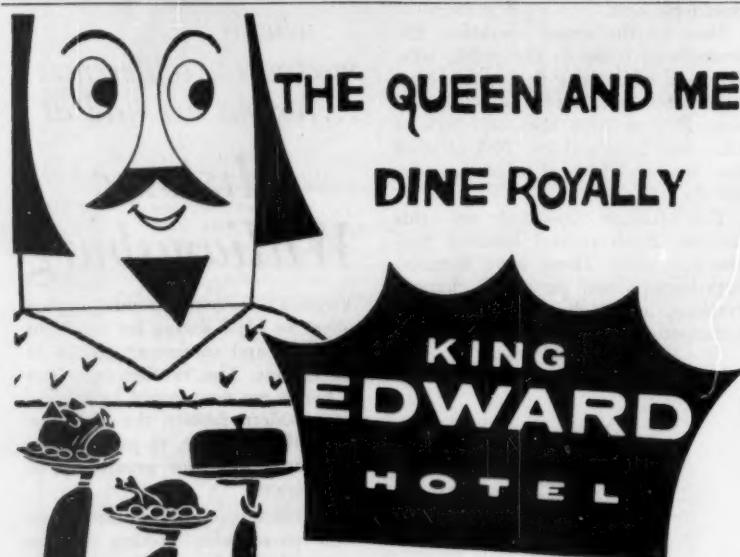
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As noted earlier, the inspirational theme of the first day took the event out of the realm of a stunt while creating the proper college spirit.

Here's a quick run-down of Monday's program: When the tardy bell rang at 9 a.m., students took their seats in the main assembly hall, an orchestra stuck up "Pomp and Circumstance" overture, and in filed the faculty in full regalia.

After I made a brief introduction, an honorary degree of Doctor of Sales was presented to Pfizer President John E. McKeen. To make the presentation authentic, a robe was provided and a special hood was designed to represent this particular degree.

In a brief address, President McKeen told students that Pfizer owes its continuing growth to five major factors. He said these are "research, diversification, production and engineering know-how, energetic marketing and finally, people."

Keynote speech was given by Chancellor Thompson, who discussed the Agricultural Division's code of ethics.

"We believe," Thompson said, "that on our own volition we should assume the responsibility for providing adequate training, education and development programs so that every man in the Division can improve his skills and advance . . .

"We believe that any sale to a customer must be profitable to the customer, the presentative, and to Pfizer if it is to be a good sale. In the absence of any of the best interests of any one of the three parties, the sale should not be consummated."

Students were briefed on how the college would function and were supplied with text material to be used in various classes. These "work papers" were preserved and students took them home for use as sources of reference in the field.

► With college formalities over, the sales meeting began in earnest. Salesmen were "entertained and educated" by an intricate visual and audio program. Motion pictures, slides, slide film, recordings, radio, charts, speech and demonstrations were used to unfold the Division's program for 1959.

Students probably had little idea of the tremendous amount of work that went into preparing the actual presentation. Most of the spade work had been done in New York. Timing and practice before formal opening smoothed out rough spots.

Key to the program's success was wrapped up in a detailed "score" where all words, cues, visual notes, and instructions were recorded. One

man directed the entire production from the wings, coordinating the program unfolding on the stage with men in the control booth, recording studio, and the stage hands.

When the format was laid out in New York, it was decided what audio-visuals were needed and where they should be prepared. For certain parts of the program, recordings were made in the field. These were designed to capture authentic atmosphere in places where Pfizer products are sold and used. Recordings included sounds of a poultry auction, a livestock market report, and a stockyard sale. They were fitted into tape for presentation as part of the running program.

Methods used permitted complete control of the message we wished to put across so that there was better possibility of making it stick.

About 15 people made additional tape recordings as part of the sales presentation. This gave a wide variety of voice inflection, adding a nice change of pace to the over-all performance.

Props in the main assembly hall included a full-size outdoor billboard featuring one of the latest Pfizer advertisements, soon to appear throughout the country. Also, a true-to-life feed store was set up on the stage.

Scientists on the faculty even had benefit of laboratory equipment, including microscopes, so that the students could be given a pretty good visual idea of how various products work.

Beginning on Tuesday, the group discussed—piece by piece and product by product—the '59 program in all of its aspects. Throughout this time, I moved from class to class in the role of observer. Information gained in this manner provided ammunition for a closing-day talk based on the practical good the college experience would do each salesman.

College authorities did not overlook the lighter side. Two ideas were used to create a collegiate atmosphere in sports. First, classes began early in the morning after a 7:30 breakfast and were concluded by 2 p.m.

Second, a well planned schedule of sports permitted participation by the entire group. Contests were staged and prizes were offered on graduation day.

There were golf, tennis, swimming, shuffleboard and deep sea fishing. In the last-named category, top prize of the week went to Production Manager Ruggiero, who snared a six-foot, eight-inch sail-fish.

Week closed with "Commencement." There was an "honors convocation" with numerous gifts and prizes recognizing all of those who

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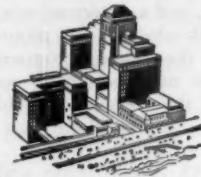
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Will Pfizer do the same thing again? Emphatically, yes. Reports from our men indicate that they not only enjoyed the format for the meeting but received a great deal of benefit from it. Probably the best gauge of results: activity in the field increased substantially, with a resultant upsurge in sales.

For others who may be interested in using the college format for sales training, a word of caution: Sales management must make the final assessment of all data furnished by scientists. We must be sure that students have a complete comprehension of scientific material presented and that they have the ability to convey this information to customers.

A unique problem is posed here because dealers cannot be expected to translate scientific information about our products in terms which will stimulate the customer—the farmer—to buy and use these products. This is the task of our sales force. The salesman must serve as a bridge between scientist and dealer. We are now convinced that the college format is a most effective way to make that bridge as strong as possible.

We may then reach these conclusions:

1. The method is an effective means to teach a sales force where superiority of ingredients or methods of use of a company's products are important sales factors, but where such information would normally be appreciated only by a scientifically trained person.

2. Similarly, it is useful where physical characteristics of a product or products can gain a technical advantage over competitors, but where such advantages are normally apparent only to the laboratory technician. This again can arm salesmen with information that they in turn can convey to customers.

3. Lastly, the college technique is invaluable to report results of trials and experiments in which the worth of a product has been proved under scientific conditions. It is a most useful way to convey such information to salesmen who, in turn, can relay it to customers in everyday language calculated to stimulate sales. ♦

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Regency Room*	Lobby	1,000	800	6,510
Roof Garden	15th	500	400	3,374
Cactus Room	21st	300	200	2,640
Danish Room	15th	200	175	1,500
North Room	15th	100	80	900
French Room	Lobby	175	135	2,000
Press Room	7th	150	120	2,100
Directors Room	7th	45	30	700
Parlor A	Mezzanine	150	135	1,290
Parlor B	Mezzanine	40	30	378
Parlor C	Mezzanine	50	40	627
Parlor D	Mezzanine	110	90	957
Parlor E	Mezzanine	25	20	288
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EXHIBIT at Southeastern Gift Show featured backs of popular Kem cards, plus point of purchase aids and counter units.

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With small exhibit booths or rooms, Kem proves that exhibits mean sales. "Few leave without placing an order." Playing card manufacturer uses system based on 10 years of exhibiting.

EXHIBITS AT TRADE SHOWS give the manufacturer of a nationally distributed consumer product a fast cross-section reaction to new designs, new packaging and new displays. Personal contact with buyers from all parts of the country makes it easy. That's why Kem Plastic Playing Cards, Inc., New York City and Poughkeepsie, N. Y., considers it necessary to participate in shows.

Company's schedule for 1959 includes the New York Gift Shows, February and August, and New York Stationery Show, May; Chicago Gift Show, August; and Atlanta Gift Shows, January and July. In addition, Kem's salesmen and manufacturers' representatives will exhibit at more than 20 regional gift shows throughout the country; and the company will work closely with the Christmas shows of its wholesale accounts.

"Cost of creating and setting up our trade shows comes out of the advertising budget," says Mrs. Sara Coté, special sales manager, who is also in charge of advertising and sales promotion. "But the orders we book at

each show more than offset the costs. Many buyers come in just to see the new show—but few leave without placing an order."

"We consider exhibiting in shows as a form of marketing," says Mrs. Coté. "It gives us an opportunity to keep in touch with buyers. It keeps our name alive in their consciousness. It gives us an opportunity to provide sales and display ideas to our customers. It helps us to train and inform our representatives. The ones sponsored by our representatives achieve the same ends, and for those with large territories it provides opportunities to keep in touch with customers on whom they cannot call as often as they'd like."

In order to attract its good, steady customers—who otherwise might order by mail or wait for the salesman's call—Kem creates a new exhibit every year. It is always informative or educational, and is done by a professional designer who has a flair for the dramatic. Theme of last year's show was the international popularity of card games as recreation and the inter-

national popularity of Kem Plastic Cards for those card games. The theme is expressed visually by:

1. An enlarged Kodachrome transparency of a bridge group in Addis Ababa, a picture which includes the host's pet cheetah — shown in a shadow-box.

2. Kodachrome montage of foreign envelopes and registration cards received in Kem's Service Department, to show that orders for individual replacements (a Kem service) come from such far away places as Hong Kong, Cambodia and Peru.

3. A sheet with 56 cards, a complete deck, printed on it, before cards are die-cut individually. Deck chosen is one used for Kem's own sales promotion activities, with a design by the artist Ethel Parsons Paullin. One version shows the eastern, the other the western hemisphere, with Kem's slogan: "The playing card enjoyed everywhere... lasts for years."

"We try to tell our customers, through our shows, about some aspect of our business with which they wouldn't ordinarily come in contact," says Mrs. Coté. "For example, we found out through field visits with customers that all of them have a lively interest in the printing and production of Kem cards, but few if any realized that a complete deck—from

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the 2's to the Aces—is printed on one plastic sheet, which is then cut into individual cards. So we sent our designer to the factory to take photographs of some of the most interesting production processes. Then when customers came to our exhibit room, we would take them on a factory trip via the almost lifesize photographs."

► Having been an exhibitor at shows for more than 10 years, Kem has worked out a system, which might be termed routine—but does not mean that anything is taken for granted in planning or carrying out show schedules. Each year's schedule is planned in advance of the calendar year at a conference attended by the company's president, general sales manager, and special sales manager. A theme is decided upon, and the president himself works with the designer to translate it into dramatic, visual form. Other points considered during the planning stage are:

1. Which shows to enter: The list remains fairly constant, especially that of shows in which the company participates directly. "We believe in continuity and consistency."

2. New product to show: Usually there is a new design around which an advertising campaign has been planned. Last one was "Garland," a pattern designed by Ethel Parsons Paullin who, in addition to her work for Kem, specializes chiefly in church art, stained glass windows, altar paintings, tapestries, murals.

3. Display ideas: There usually are dealer aids, point-of-sale pieces, to stimulate visitors. Current item is a

new counter display that takes up only 12½ inches of space, but has a fan made up of cards to show all current Kem patterns, plus seven actual decks. Copy on the front answers questions a shopper might ask, while copy on the back suggests selling phrases for sales clerks. Unit also displays Kem's new package, in lacquer red, white and black, to remind dealers of the inherent display value in the package. For the same reason, the exhibit always includes interesting arrangements of cards, made by the decorator who sets up the entire exhibit. Such arrangements are usually affixed to the walls.

4. Advertising: Examples of Kem's own advertising are shown, mounted or as reprints. Dealers are given suggestions and mats for their own advertising.

► Kem makes a point of having its exhibits fully manned at all times. Customers have the opportunity to meet and talk with the president, two sales managers and production manager. It is the company's policy to have all members of the executive staff attend New York shows, to be available to discuss with customers their problems in merchandising, advertising, handling of adjustments and the like. This is in line with the management view that both customers and the company's representatives benefit through personal contact, each learning from the other.

Still another benefit, according to Gilbert Hunter, general sales manager, is the opportunity the show provides for training members of the sales force, and to give them first-hand information about the distribution and policies of the firm.

► The recent international theme is particularly stimulating. The salesman in Detroit may never have occasion to meet Kem's distributor in Addis Ababa, but the pictorial evidence that there is such a distributor and that Ethiopian card players use and enjoy Kem cards for their games can be a sales talking point.

Though they accomplish a variety of objectives, Kem's exhibits have as their chief purpose selling. "They are planned in such a way that the smart buyer has to order," comments Mrs. Coté. "We have no exact figures, but I believe it's safe to say that at least 85% of those who visit our exhibits leave orders with us." ♦

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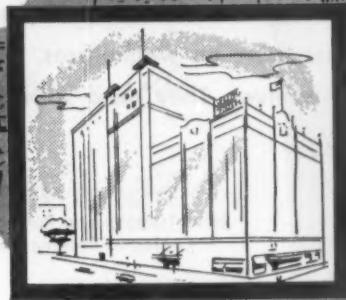
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Your Weapon to Unleash Brain Power

Use conference method to build up strengths in your men rather than concentrate on weaknesses. Give men opportunity to express themselves. They need satisfaction of feeling important.

By IAN E. McLAUGHLIN
Sales Training and Personnel Manager
California Packing Corporation

SALES FORCE of any company is packed with hidden brain power. Much of it is never discovered, hence, never used to get better results in selling or to solve marketing problems. Your bringing out this hidden brain power is one of your important tasks as sales manager.

One of our best mediums to accomplish it is the sales conference. Our method has proven effective to uncover concealed abilities and usable ideas in salesmen. Philosophy on which the method is based is one of building on strengths—strengths of the men who make sales.

When you hire a salesman you know he isn't perfect. But there are certain attributes or strengths there which led you to believe he could do the job. Therefore, the man was hired for his strengths.

Instead of proceeding from there, something curious happens. When we are with the man, most of us look for his faults or weaknesses and try to correct them.

► Why not help him use his strengths to do the job, instead of trying to make him a perfect man? Utilize the attributes you hired him for and perhaps help to make these so strong that the weaknesses do not matter?

Many sales managers realize this and encourage participation by telling their men: "You're part of the team . . . we're all in this together." But is this really true? Are the men able in themselves to feel part of the organization? Or do they feel they are just minor cogs while you are the "Big Wheel"? If they feel this way, it will inhibit their capabilities.

Because selling is such an emotional business, it is essential that we get salesmen to feel that they are part of the team, that they are necessary, that

their abilities are contributing to the success of the business. They must be given the satisfaction of being important.

The conference is the ideal medium to accomplish this. Here, if the men are permitted to express themselves and shine, they can win self-esteem, esteem of their fellows, and esteem of their immediate chief. Here, you—and they—can learn to build on their strengths, to make them part of the team and to bring them into the act.

With such conferences, where each man actually is participating, real spadework can be done. Sessions can be used for problem solving; for solving differences of opinion; for winning acceptance of new ideas. They are an excellent training "theater", particularly for those groups that have mixed levels of experience.

What is a conference and what

isn't? A conference is a meeting of a group of individuals, preferably a small group, in a round-table discussion to find answers to a question or solutions to a problem, or to adjust differences of opinion. It is not a scene-setting to impose previously determined decisions or policies.

For example: You are a department manager and your department work is piling up. You call the workers in and state: "We are behind in our work; starting Monday we will begin the day one-half hour earlier and work one-half hour longer during the day. Are there any questions?" This is not a conference. But, if you bring the workers in for the same situation, explain it, and then ask them what they would like to do in order to catch up on their work, and if the employees then arrive at the conclusion that they would like to start one-half hour earlier and take only one-half hour for lunch until the work is caught up—this is a conference.

► The now-famous brainstorming sessions are not conferences. Basic difference between brainstorming and conference is this: In brainstorming, individuals present any idea, wild, woolly, or worth-while, as fast as they can think. They have nothing to do with the selection from the vast number of ideas for the proposed action or problem solution. In a conference, the group selects, debates, and decides practical, possible and prom-

He Taps Hidden Brain Power

Ian E. McLaughlin organized Sales Training and Sales Personnel Dept., California Packing Corp., with headquarters in San Francisco. This article follows a quarter century of experience as salesman, salesmen's supervisor and retail sales manager. McLaughlin has served on educational guidance staff of U. S. Air Forces Air University. He joined Calpak 24 years ago.



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able ideas. Key here is group decision-making.

This brings us to real reason why conferences bring results.

► Usually (there may be exceptions to the rule) 12 heads are better than one on any problem. Conferences make men think. From time immemorial, men have wanted to "get into the act." When you seat a group of them about a conference table and propose a common problem, everyone wants to take part. To do this they

have to speak and to speak they have to think. Conferences make men think better. Conferences often change opinions—and they let men change opinions gracefully.

Quite often a new program presented to a group of salesmen will be objectionable to some old-timers. They will voice their objection publicly and loudly. Yet, after a discussion of the pros and cons, values and benefits, the old-timer can find himself honorably persuaded by the group and agree without loss of face.

Many of us are resentful of change. We don't like to have to adjust to what is different or new. But in the atmosphere of group acceptance, a climate of receptiveness is created. New ideas can be adopted without resentment.

A successful conference can be conducted only with a good and practiced leader. Such a leader knows he must do a lot of work to conduct the conference wisely. Background research is always necessary. The leader must be thoroughly conversant with the topic, problem, and any limitations that might be attendant on the problem. Only with this knowledge and facility will he be in a position to guide and control the conference—keep it on the track. But with all this, he knows he must be on guard against any directed solution. Differences between "guiding" and "directing" are the key here.

To get the conference off to a clear-headed start, the leader's function is to:

1. State the purpose of the conference to conferees—specifically, simply, and, preferably, in one sentence.

2. Outline limits of discussion. (Ex-

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ample: If conference is to solve a marketing problem, tell men whether they will have more money to spend for promotional work; whether there is going to be any additional advertising; or what the limits might be on shipping.)

3. Define new terms. Don't let any discussion become a battle of semantics. It doesn't really matter what the definitions are of a word or term—according to Webster or anyone else. Important thing for purposes of the conference is that there is general agreement on one meaning or understanding.

4. Explain conference rules. Keep them simple.

- there are no Robert's rules of order;
- one man at a time talks, loud enough for all to hear;
- conferees do not have to work through the Chair (or leader) but may talk across the table to each other—but only one at a time.

5. Insure participation. It is the

leader's duty to see that everyone—talkative type and silent Joes—all take active part. Only with both types participating will you get maximum benefits.

6. Ask questions that will get the group thinking, talking, and that will lead to an eventual solution of the problem. This is the most difficult part of the leader's job. He must propose questions that are stimulating, searching, and specific enough to direct the thinking of the group along channels that will lead inevitably to a conclu-

sion. Soundness of the preparatory work put in by the leader makes for successful questioning.

Different conference leaders develop their own techniques, but here are some basic procedures to get men to talk and to launch the conference with a lively start:

1. Overhead question. Good as an opening, this is a specific question that the leader fires over the heads of the assembled conferees, hoping that someone will rise to the bait and answer.

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To Conduct Conference To Uncover Hidden Brain Power

Do:

- Prepare thoroughly. Have a subject and know it well enough to be able to guide the group and control it.
- State objective (preferably in one sentence).
- Outline discussion limits.
- Define new terms.
- Explain conference rules.
- Ensure participation of all.

Don't:

- Engineer a solution: Let problem be solved through a meeting of minds.
- Belittle anyone's ideas.
- Expertize.
- Dominate. Don't be afraid to remain in the background.
- Be impatient. Wait for answers. Don't offer your own or make statements.

2. Direct question. This is directed to a specific person and is used anytime during the conference. It can be effective as an opening.

Every conference leader knows that the most challenging moment is that in which he must get the group talking. One stunt is to use the direct question right at the start—with a little stage setting. A day or two ahead of time, post two of your most talkative men, who also are good thinkers. Tell them the question you are going to ask, and request them to be prepared with an answer.

When you walk into the conference room and you fire a direct question at one of them and then the other and they are ready with quick answers, this starts the discussion off at a fast rate and quite often will break the ice sufficiently for everyone to plunge into the act.

3. What, Why, When, How, Where. These familiar "probers" are good tools in a conference. Why do you think this way? How do you know it will work? On what do you base your opinion? All of these will cause more discussion and stimulate the entire group to increased activity.

4. Relay and reverse questions. A problem for many leaders in running a conference is how to stay out of the act. A good leader should only ask questions, never state. Every now and then some smart guy in the group will want to find out what you, the boss, think about the problem under discussion and so he may fire a ques-

tion at you. There are two ways to duck:

- Use the "relay" question. Restate the question exactly as the man proposed it to you, but pose it as a direct question to another man in the group—in other words, pass the ball.
- Employ the "reverse" question. Reverse it back to the man who asked it. "Well, Joe, that's a good question and you have had a lot of experience, so I'm certain you must have some ideas on the subject yourself. How about answering your own question?"

5. "Sneaker" question. In most conferences you will find one silent Joe, a fellow who sits in the far corner and takes very little part in the discussion. It's the job of a good conference leader to get him into the act. To do it, you can use the "sneaker" question.

After someone has made a statement, turn to Joe and say, "Joe, do you agree?" This silent fellow will generally agree because then he doesn't have to talk much. He doesn't offend anyone, and he seems to be able to withdraw with his very pleasant system of agreement. So, when you say, "Do you agree?" he will answer, "Why, yes, sure." Then comes the "sneaker" question—"Why?" When he gets this simple, one-word question fired at him he must talk. You have him in the act.

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January	80	70
February	80	69
March	81	70
April	82	71
May	84	73
June	85	74
July	85	75
August	85	75
September	86	75
October	86	74
November	84	73
December	81	71

is necessary to keep people on the track and to stimulate further thinking. It makes a partial or total summary, and also helps the group to reach a solution.

A common recording device is to have a secretary seated beside you. Disadvantage to this is that only you and the secretary can see what is written and any reference to it must be read back to the group. A better recording device is a blackboard. With this the group can constantly see the points you have put on the board as being the important ones of the discussion. Main drawback here is that once you fill the blackboard and need additional space you must erase the notes.

There is a third and probably best recording device for a conference. This is a white pad, usually with sheets about 24" x 30", clipped to an easel. On this, notes can be taken for a conference lasting all day. You merely flip the pages over as you use them.

One of the main jobs of a conference leader is to keep it going. There are techniques that help:

1. **Keep it positive.** Accept and let the group examine all ideas presented.

2. **Don't belittle.** Nothing will kill a conference faster than to have you, as boss, tell some new salesman in the group: "Aw, that idea is no good. I tried it when I was a salesman and it didn't work." When this approach is permitted, you can almost see the minds of the man who has spoken—and all of the others—freeze up.

3. **Don't expertize.** When we look back on the world's history, and on our constant improvement of nearly everything around us, it is pretty hard to stand conscientiously before a group and say an idea won't work. Leonardo da Vinci sketched a helicopter. People thought he was a crazy artist. But today, the idea is working. Jules Verne wrote about a submarine that ran on some magic fuel. In those days they had neither submarine nor the fuel. Today we have atomic-powered submarines sailing under the North Pole. So, who among us as a leader can stand before any group and say, "That idea is not workable."

If the conference is to do its work, let the group expertize. Let anyone suggest anything. Eventually, the group will either adopt or discard the idea. You, as leader, must not be in the position of judge and jury on any idea.

4. **Stimulate thinking.** There are

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many ways in which further thinking may be stimulated. Here are a few:

- Deliberate misinterpretation.
- Pretend misunderstanding.

If one of the conferees makes a statement and you feel it has merit and seems to be on the right track, deliberately rephrase it incorrectly as you are about to record it. This will automatically cause either the man who proposed it, or some of the others, to jump on you and correct your misinterpretation. More discussion then ensues, others do more thinking, and general discussion follows.

When someone states something which is fairly obvious, pretend to be thickheaded. "I don't quite understand that, Bill. Can you explain it a little more fully?" As Bill rephrases and re-explains the statement to you, others will begin to pick it up and they, too, will join in the discussion, trying to straighten out your pretended misunderstanding.

Now let's look at the scientific method to solve a problem by the conference technique. We'll say it is a marketing problem.

Here are six steps which, properly used, will enable a sales executive to find and use the hidden brain power of his salesmen and thus help him to get his job done more efficiently:

1. State problem to group. Let it be specific, concrete and workable. Be brief.

2. Define limitations. Example: If the problem is that the sales to date on a given product are down in a territory while the rest of the line is up, what can we do about it? Some limitations may be that we will have no additional advertising, no special sales promotion material, and must, therefore, work with the same tools we have now.

3. List all facts and factors. List them on the board or pad as members of the group bring them forward. Do not evaluate, expertise, nor belittle any facts or factors that the group wants on the board.

4. List all suggestions for solution. Again, avoid evaluating, expertizing or belittling.

5. Have group evaluate the solution. They do this by taking suggested solution No. 1 and measuring it against all of the facts or factors listed under step No. 3. Then they do

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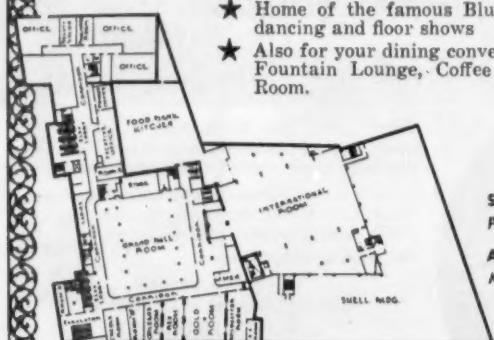
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John Leishman,

Convention Mgr.

the same with the rest of the solutions—again evaluating each one against the list of facts and factors. After all suggested solutions have been measured against this yardstick, the group is ready for step No. 6.

6. Select solution. By this time it is likely that most proposed solutions will have been weeded out because they do not meet requirements for facts and factors listed. It should now be possible to agree on a solution that the group finds workable and realistic.

It becomes obvious now why a real conference works to solve marketing problems or any other kind of sales situation. When a sales manager calls salesmen in for a meeting and harangues them with "Sales are down. You boys have got to get out and sell more"—or if he even outlines how they are to proceed, in most cases the

reaction is for them to walk outside, go to the nearest coffee shop and sympathize with each other. You hear such comments as: "That's ivory tower thinking. I wish he knew my customers."

But when a group of salesmen, in their own good judgment, decide that with this solution and under these conditions they can accomplish such-and-such results, you can depend on it. They will accomplish them. Just get them to say, "Boss, we can lick this problem this way," and they themselves are on the spot with their solution. They must make it work.

► This brings us back to the philosophy: If we build on the strengths for which the men were hired, hidden brain power will emerge and develop. What more valuable asset can you have in your salesmen? ♦

Reprints of Popular Articles

While supplies last, you may order the following reprints from Readers' Service Dept., Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa. Send remittance with your order.

HOW TO HANDLE "SQUARES" AT ROUND-TABLE DISCUSSIONS—

Paul Roberts

Nothing encourages constructive thinking like a round-table discussion.

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ROLE-PLAYING: DO-IT-YOURSELF TECHNIQUE—Richard Beckhard

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OBSESSION WITH NEW TECHNIQUES DESTROYS MEETING EFFECTIVENESS—Hugh A. Gyllenhaal

Here's a problem-solving guide to help you plan sounder conference

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FOR THE MODERN MEETING PLANNER: GUIDE TO STYLES, GROUPS METHODS—Hugh Gyllenhaal

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HOW CAN SO MANY GOOD COMPANIES DO SO POORLY—Ed Greif

Odds are 50 to one that your company misses the boat on most public relations opportunities at shows. Few tap the potential in publicity. Here's how to improve your odds.

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BOOTH PERSONNEL POURING YOUR MONEY DOWN THE DRAIN?

—John D. Fosdick

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HERE'S HOW TO CASH IN ON SALES MEETINGS—William Rados

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YOUR GROUP LEADERS NEED TRAINING—Edith Whitelid

There's a new concept to the role of discussion leaders.

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ARE YOU GUILTY OF "HIJACKING" AN AUDIENCE?—Harry R. White

How far should a speaker go to plug his company and product at an association or club meeting?

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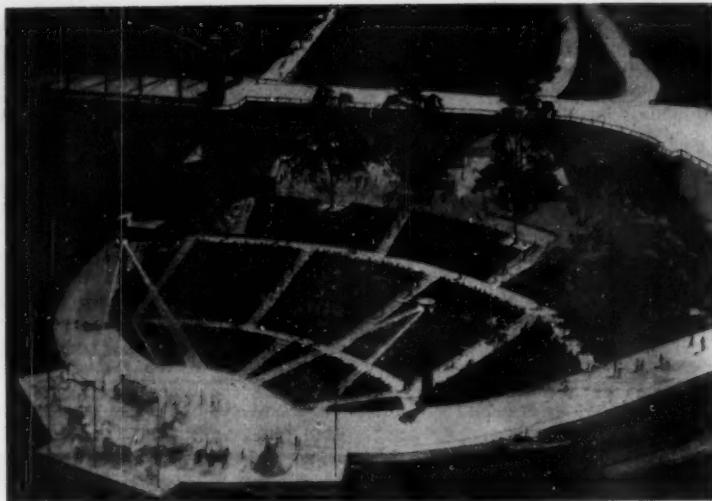
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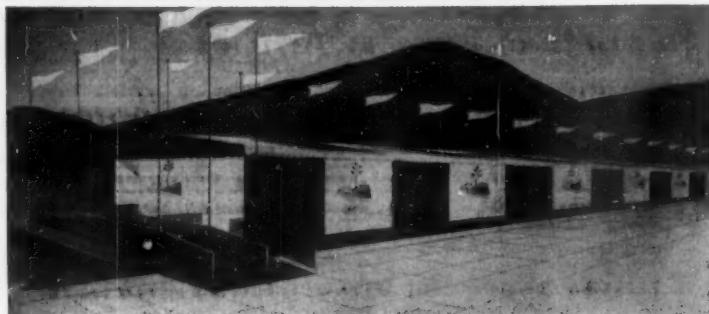
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ARTIST'S concept of park's Amphitheatre. Stage will be an offshore barge.



BOOTHs on exhibit barge will have utilities available and will be protected.

Pittsburgh's Party Includes River Barge "Exhibit Halls"

UNIQUE FEATURE of Pittsburgh's bi-centennial celebration will be a group of river barge "exhibit halls." Barges, anchored along the waterfront at city's famed Point State Park, will house both institutional and product displays.

Flagship of the barge fleet will be "The Sprague"—largest river boat ever built to travel inland waterways. Sprague is slated to have exhibit areas, plus dining room and theater. Admission will be free.

Exhibits will have a ready-made audience of 350,000 when it opens May 9. On May 8, Armed Forces will stage a "spectacular display," first ever staged in such proximity to a large city. Next day an Armed Forces Day

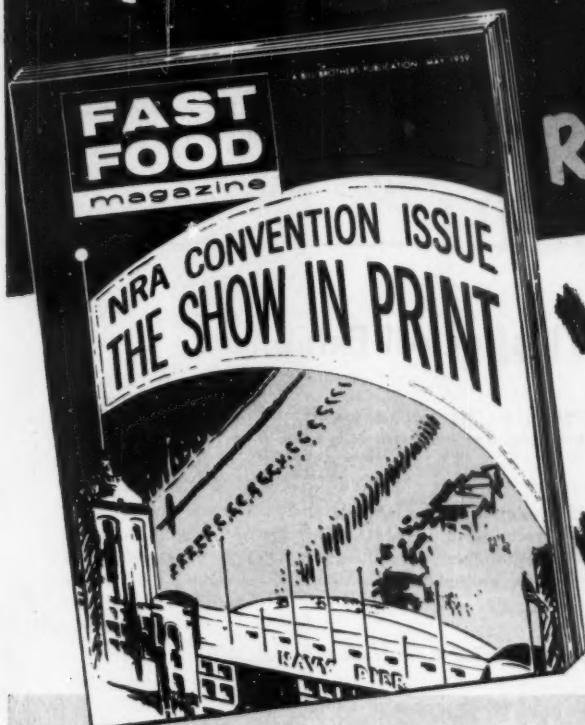
parade will be held with participation slated for Canadian troops. Most of the parade spectators are expected to attend the exhibit opening. Exhibits will be open seven days a week, from 10 a.m. to 10 p.m. Show will run through Sept. 12.

"Interest in exhibiting on the barges has been tremendous," reports Ed deLuca, vice-president, sales, Gardner Displays, Pittsburgh, official show manager. "It will undoubtedly be one of the most unique and spectacular shows ever to take place in a metropolitan city. Many firms from other cities are taking this opportunity to pay their respects to 'Steel City' and its industries."

Barge exhibit areas are set to pro-

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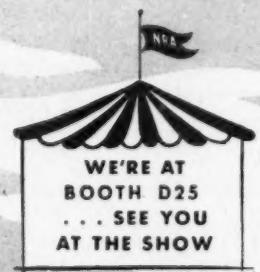
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for the thousands who get to the
show and the thousands who can't

A "WHAT'S AT THE CONVENTION" ISSUE

The May Convention Issue will wrap up the story of new developments in equipment, in food, and in supplies . . . and present all the main convention exhibits in a dramatic "show-in-print."

This means that, if you're exhibiting at the Convention, the main feature of your exhibit will be part of a whopping big guide that show-goers will be using as a reference . . . and will take home to study again.

It means that other thousands who can't get to Chicago will be studying it, too. And it means that the May Convention Issue is the place to advertise your whole line-up . . . whether you're exhibiting in Chicago or not . . . to sell 50,000 counter, fast food and fountain restaurants.



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vide canvas protection for displays. Power and guard service are included in the exhibit package. Exhibitors must buy space for the entire four month period.

"Gateway Festival" area in the park will be the bi-centennial welcome spot for summer visitors from May 16 through Sept. 15. Specially designed gardens will include an outline of Fort Duquesne in rugosa roses, competitive gardens presented by regional garden clubs, entrances and walkways lined with flags of the free world and Point Promenade.

Refreshment areas and a special Garden Mart will be set up in the prize gardens area. Main feature of the festival will be a musical drama,

"Golden Crucible," outlining the city's 200 year history through the eyes of a millworker. Play will be staged aboard a river barge off the tip of the Point before a 2,500-seat amphitheater. Show will appear Monday through Saturday nights from June 27 until September.

Religious program planned will offer vesper services each Sunday at 5 p.m., rotated by faith and denominations, beginning June 7.

Host of bi-centennial activities is expected to attract large number of conventions to the Steel City. Pittsburgh Convention Bureau reports that more than 185 conventions have already been booked for the year.

Good Tips for All Exhibitors

NOT CONTENT with just signing exhibitors for its annual show, National Automobile Dealers Assn. tells them how to make the exhibit pay off.

Every exhibitor slated for the NADA Equipment Exhibition in Chicago, Jan. 31-Feb. 4, received a booklet, "Help Yourself Get Better Results from the NADA Equipment Exhibition." Booklet outlines what NADA visitors expect from an exhibit and offers tips on exhibit content and booth personnel.

These should be of value to any trade show exhibitor:

1. Remember primary purpose of exhibit is to display your products and services to audience of preferred prospects and buyers.
2. They want to see "what's new." Highlight new items and new uses for old products. If you don't have a new product, feature something new your old product will do or spotlight new performance data.
3. Design your booth for action!
4. Remember, first rule for stopping people is to promise a benefit.
5. Don't try to feature all models and sizes you manufacture.
6. Register identity at first glance. Visitors won't linger long to guess what it's all about.
7. Anticipate questions visitors will ask about your product or service. Sure, have brochures handy. But, be sure those manning your booth have the answers on use of your equipment, emphasizing in all answers, the profitable use of that equipment.
8. Come up with fresh, new booth layouts to greatest degree possible — so buyers won't think they've stopped there before.
9. Be sure your booth personnel know what you're trying to emphasize in the show.

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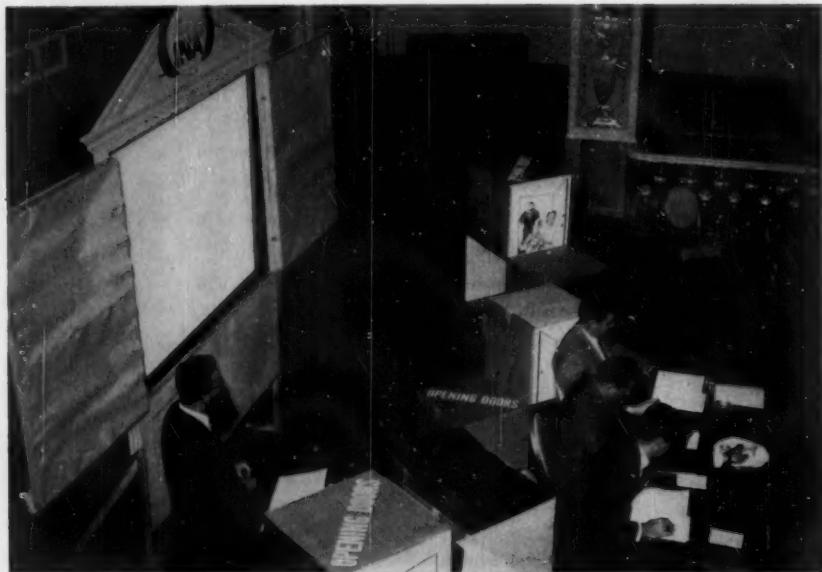


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CLOSED PROP used at every meeting dramatized the meeting theme, "Opening Doors."



OPEN PROP disclosed a screen for viewing. Three-man panel is composed of local men.

INA Stages 141 Meetings in 10 Days

Insurance agents in 133 cities get the same story although each meeting is conducted by local service office personnel. Three motion pictures and two filmstrips are basic core of presentation.

YOUR TELLING the same story the same way at virtually the same time to an audience spread across a conti-

nent without aid of national radio or television hook-ups is no easy trick. But it can be done.

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in the country, recently pulled it off when it got out the announcement of its new pay-by-the-month insurance plan to its thousands of agents from Main to California.

As the final polish was being applied to the monthly pay plan, dubbed INAmatic, INA's sales and advertising staffs mulled over ways to present the plan effectively to its sales force.

Speed was essential. INAmatic would be ready for the public Sept. 22. INA wanted to present it to agents before they set off for New Orleans to attend the National Asso-

ciation of Insurance Agents convention, Oct. 5-8.

In the past, home office executives had sometimes toured the company's 50 U. S. service offices to stage regional sales presentations. But this tied up personnel on long road trips. Worse, it meant spreading meetings over several weeks.

INA strongly favored local service office participation to spread the word on INAmatic. On the other hand, it felt that the INAmatic story, for maximum impact, must be told the same way each time.

Finally, a two-hour film presentation was decided upon, using both motion picture and slide films. Graphic and easy to grasp, films also would lend themselves to "packaging," permitting identical "package" presentations to be shipped to each INA service office for showing to agents its area. It would permit simultaneous meetings across the country, conducted by local sales people, but would insure that the same message was getting across at each meeting.

INA chose "Opening Doors" as theme for its presentation because easy monthly payments literally do open doors to new insurance sales opportunities.

Purpose of the resulting film "package" was twofold: To introduce INAmatic to agents, and to explain benefits to them, both for themselves and their customers.

► To hold agents' interest, variety and change of pace were needed in the presentation, and these were assured by use of two motion picture films, three filmstrips (two with sound and one narrated "live"). Films were interspersed with "live" question and answer panels at which agents could

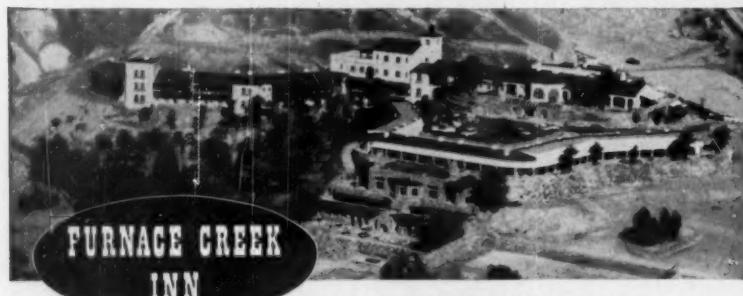
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Alvarado Hotel, Albuquerque, N. M. Accommodations for groups up to 150 all year. Write Manager, Raymond W. Williams. Phone: 3-5571, Teletype: AQ 62.

Furnace Creek Inn, Death Valley National Monument, California. Accommodations for groups up to 175 November 1 to May 1. Write Manager, Fred W. Witteborg.

or Fred Harvey Reservations Office, 530 W. 6th Street, Los Angeles 14, California. Phone: MADison 7-8048, Teletype: LA 1465.

El Tovar Hotel, Bright Angel Lodge, Grand Canyon, National Park, Arizona. Accommodations for groups up to 200 October 1 to April 30. Write Manager, Fred W. Witteborg. Phone: Grand Canyon 40, Teletype: GRAND CANYON 3661.

Or Contact: Monte S. Gordon, Fred Harvey, 530 W. 6th Street, Los Angeles, Calif. Phone: MADison 7-8048, Teletype: LA 1465.



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toss their queries at company executives.

Also included in the package were invitations, programs, backdrops (augmenting "Opening Doors" theme), agents' sales kits, and a meeting guide. The latter, a 60-page pamphlet, gave service office managers detailed instructions on how to conduct presentations, erect backdrops, and operate projectors (rented locally).

All props and materials were shipped via air on Friday to arrive on Monday anywhere in the country. For short distances, the meeting package went by truck. Most meetings were slated for the following Monday. This gave local service office personnel a full week to rehearse with actual props.

Local managers rented hotel and meeting room facilities as well as projectors. Some meetings included luncheons and cocktails. Embellishments were at the discretion of local offices. Costs for space rentals, projectors, luncheons and photographers came out of local budgets. Basic meeting package was a home-office budget item.

Local offices were not green in meeting procedures. In May, a two-man team from the home office had covered the country to train one man

in each service office in basic meeting techniques. With a "specialist" in each office, local managers could prepare for meetings efficiently.

On Sept. 22, first INAmatic presentations got under way. Service offices called their agents together in hotels, country clubs, and assembly halls in cities across the country.

Within 10 days, 141 separate meetings had been held in 133 cities, to bring the INAmatic story to more than 6,000 INA agents. Some service offices scheduled as many as eight meetings to reach a maximum number of agents.

At meetings, kits of INAmatic sales aids were distributed to agents. These contained direct mail pieces, posters, suggested sales letters, newspaper ad mats, scripts for radio and TV spot commercials, color reprints of INA national magazine advertising, and INAmatic agreement forms and instruction manuals.

► INA followed up meetings with a mass mailing of INAmatic sales kits to all agents, and INA fieldmen made personal calls on all agents who were unable to attend an INAmatic meeting. ♦

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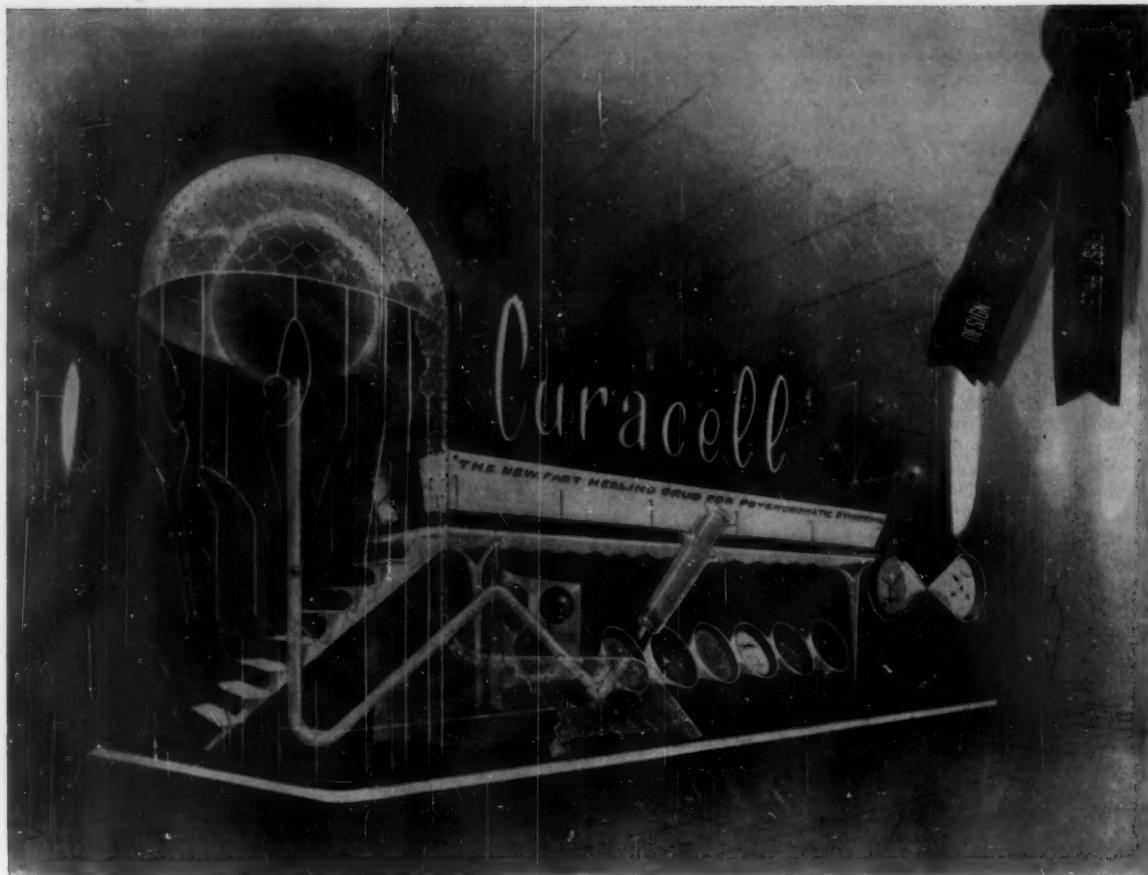
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GIANT SYRINGE injects "wonder drug" into tubes leading to the brain in this prize winner.

What Happens When Designers Go 'Blue Sky'?

Exhibit Producers & Designers Assn. stages contest for exhibit designers to test creativeness of U. S. display men. Results show U. S. can match originality in exhibits that has been claimed for foreign designers. Contestants had two months for designing.

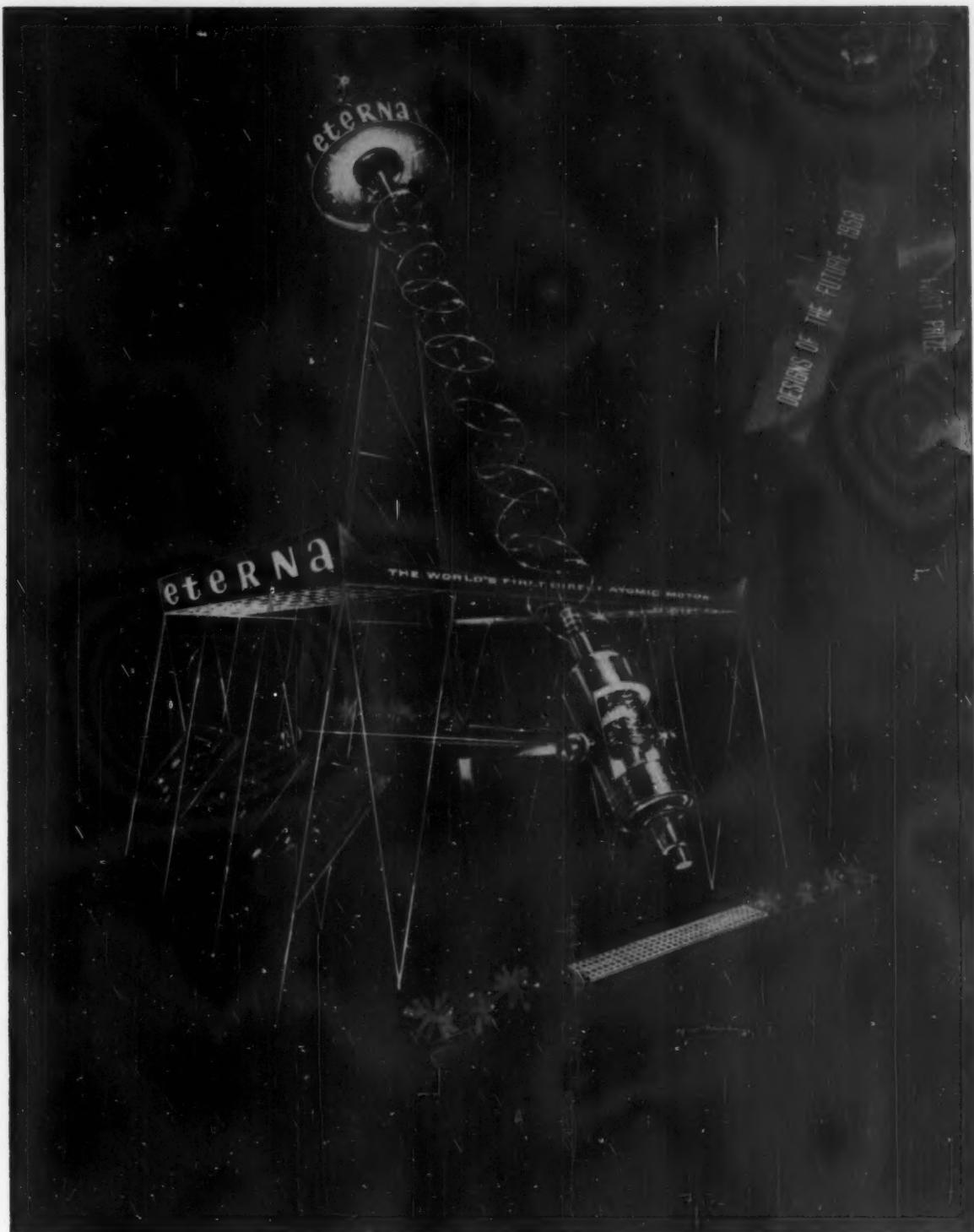
HOW CREATIVE are American exhibit designers? Do they really fall short of European designers when they are on equal terms?

Exhibit Producers & Designers Assn. just completed a contest to stimulate originality among designers

in member display building companies. Designs were judged on merchandising effectiveness and originality.

Three divisions were opened for entries in the contest. In one division, designers were told to develop an

exhibit to merchandise a power motor of the future or a fabric of the future. Features of this motor include wireless and waterproof construction as well as nonheating qualities. Fabric of the future had to be exhibited to show these features: thermo control,

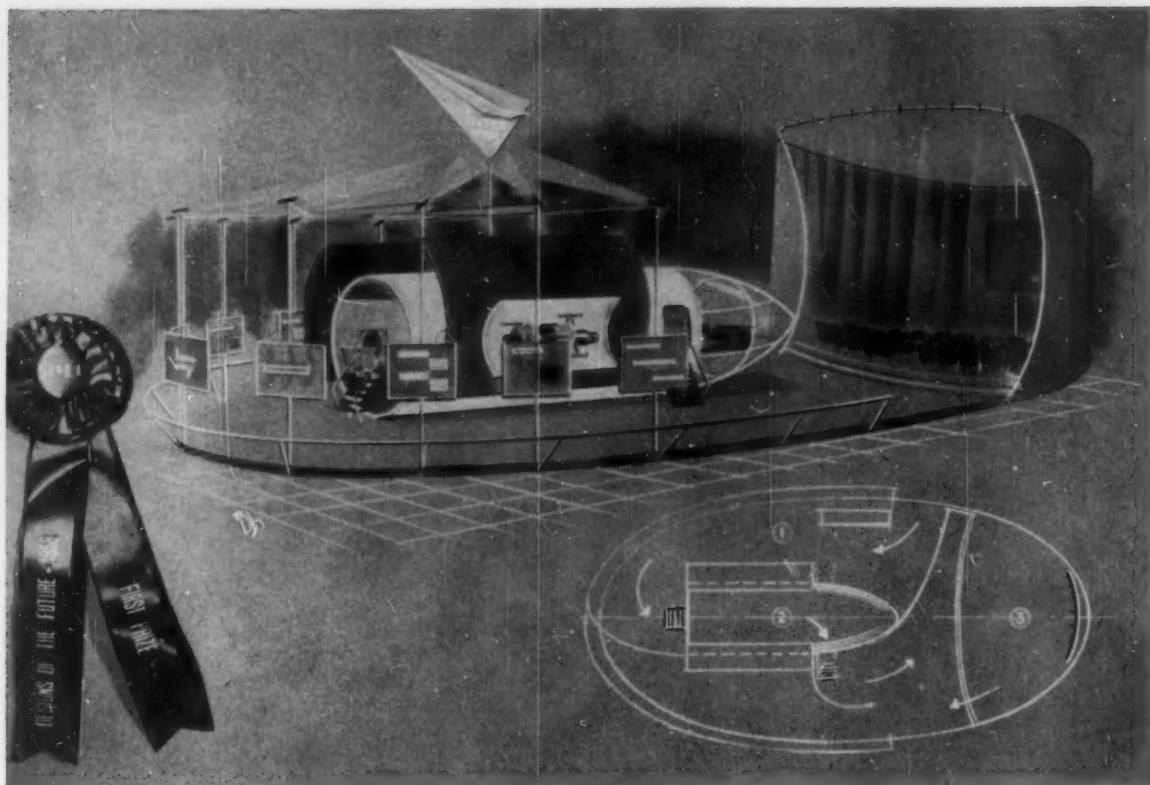


FIRST DIVISION winner designed an island display with an eye-level cutaway of an atomic motor.

radiation proof and ultra short-wave cleaning. While designers could go up to 18 ft. exhibit had to fit into a 10 ft. by 10 ft. booth that uses entire cubic content.

Second division in the contest posed this problem: Merchandise a drug or medicine of the future, or merchandise a food of the future. In this 10 ft. by 30 ft. booth with a height of

18 ft., designers had to give impact to these product features. For the drug, they had to tell the story of radically increased speed of healing and replacement of injured cells with



OVAL-SHAPED exhibit to avoid traffic congestion in the aisles is a big feature of this winner.

counteraction against physical or mental shock. If designers selected a new food to market, they had to feature foods in candy-bar size and complete meals in several bars. Food had to be appetizing, nutritionally complete, emotionally satisfying, irradiated against spoilage and packed with a heating or chilling factor.

► For designers with completely uninhibited imaginations, the third division of entries had no restrictions on size or dimensions. Designers could choose to merchandise an automation engineering service or passenger rockets. Features to be covered in the engineering service included use of mechanical vision and electro-analysis for high-speed production of exact replicas of a master model. Passenger rockets had to tell the story of speed; quiet, smooth take-off; smooth landing and safety.

First place winner in the first division was David Maxwell, The Displayers, Inc., New York City. His design, for an island exhibit, features a new direct atomic motor. Exhibit shows a cut-away, illuminated and operating, simulated motor at eye-level. A concealed transistorized low-level speaker system explains the operation to visitors. A series of re-

volving neon rings, to symbolize an atomic reaction, rises from the motor shaft and ends in a flashing disc above. Atop this disc is a large revolving metal sphere pierced with pin-point flashes of light to indicate the hidden internal source of power in the atom.

At eye-level, on both sides of this winning display, are giant "clip boards" facing the aisles. These hold illuminated and activated charts and graphs to give facts, figures and data on capabilities and potentials of the new motor. Last side has information on suggested uses of the motor.

Problem of marketing a new miracle drug was handled successfully by Jose Ramon Jimenez, The Displayers, Inc. He won first prize in the second division of the contest with his exhibit for "Curacell." To show Curacell as a specific for all psychomatic symptoms that both counteract degenerative phases of the disease and rapidly promote rejuvenation and healing of affected cells, Jimenez uses a syringe of heroic proportions. The giant syringe injects a colored fluid (Curacell) intravenously into a plastic tube (vein). An angry red and pulsating giant globe, symbolic of the disordered nerve center of the brain, slows down its pulsations and returns to a more normal state. This is

indicated by a color change as soon as the fluid in the tube reaches the nerve center. When this happens, the cellular network lights up with a cheerful glow. Metal structure supporting this part of the display is a stylized form to suggest a human head.

Colored cone-shaped objects in this winning exhibit design are illuminated and mechanical. Sound activated charts give clinical evaluations of the new drug. A stairway leads to a balcony where doctors get literature, samples or further information about the drug.

► "Travel by Rocket" is the theme of the first-prize winner in the third division of the contest for exhibit designers. Designed by Douglas Barton, Design Built Studios, New York City, this exhibit is oval shaped to avert traffic congestion in aisles. Visitor is received at the entrance by a rocket line hostess and is given a facsimile of a rocket trip ticket, itinerary and timetable.

In section one are electronic impaled screens to show advantages of flight by rocket, speed safety devices and air evacuation mechanisms for emergency.

All display panels are electronic im-

FAMOUS LAST WORDS (No. 5)

"THERE'S PLENTY OF TIME
BEFORE THE SHOW"



Trade Show dates have a way of sneaking up on you

Many last minute "scrambles" could be avoided by early contact with your exhibit builder—the sooner you secure his counsel the better service he can provide.

But planning exhibits in advance, though desirable, is not always possible.

Marketing factors, new product developments and other reasons for last minute decisions, may delay production until shortly before show time. Under these conditions, you need the services of an exhibit builder who can work efficiently under pressure and even do

the "near" impossible, when necessary.

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OIL SHOW EXHIBITORS—did you know, that GRS&W has opened a branch plant in Tulsa, Oklahoma to provide on-site exhibit fabrication and erection facilities for customers participation in the 1959 Oil Show.

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pulsed video screens, patterns, pictures and copy for which is recorded into a master console to be turned on and off, corrected, or erased in a matter of seconds. Electronic impelled screens may therefore be re-used indefinitely in any desirable arrangement. All three-dimensional models are suspended within an electro magnetic field and therefore have no visible means of support.

The visitor is ushered from section one into an actual interior of a rocket fuselage which is displayed on an area of stratosphere blue. Therein he may feel the comforts and experience a condensed two- or three-minute version of a flight from possibly New York to San Francisco or London by means of a motion scenic on the inner surface of the outer shell of section two and an audio reproduction of any such sound as may be peculiar to the interior of the rocket ship.

Upon leaving the rocket ship, the visitor may see the pilot compartment with pilot seats suspended on a catwalk so that the pilots may see down, up, forward and to the sides through the transparent nose of the fuselage in which they are suspended—a safety factor to impress a possible passenger.

The visitor is then entertained in the theater. In this structure sound is controlled. Only people within the area may hear the presentation—an electronically impelled video picture of a trip to another planet or universe, much as one would see a brief movie of a trip to Florida or South America by an airline promoting travel on its route today. During the showing, the audience is enclosed within this structure by a veil of light.

After leaving the theater, the visitor is served a refreshment capsule (or the fashionable beverage of the day) by hostesses of whom they may ask questions while they inspect a display of what to take, how to dress for comfort aboard your rocket flight and in essence, "Next time—go rocket."

Stresses within this structure, such as spans, do not present a problem such as they do today, inasmuch as

materials will be, by then, of far greater rigidity in proportion to their lightness. Floor of the exhibit is of a self-cleaning material which cushions the tread and tends to ease the viewer rather than tire him. All seating furniture within the exhibit is of a cellular plastic substance which conforms readily to body contour but has sufficient will of its own to remain rigid.

► All entries in this contest were submitted unidentified for judging. Members of Exhibit Producers & Designers Assn. voted on entries at their convention last month at the Fontainebleau, Miami Beach.

Designers were given two months to produce their imaginative renderings. Results showed that given freedom of areas and "budgets," American designers can match anything now produced abroad.

For years it has been said that European display men create more original designs for exhibits. Our designers, restricted by show rules and small budgets by European standards, seldom could show their full potentials. This contest was a major step to disprove foreign design superiority.



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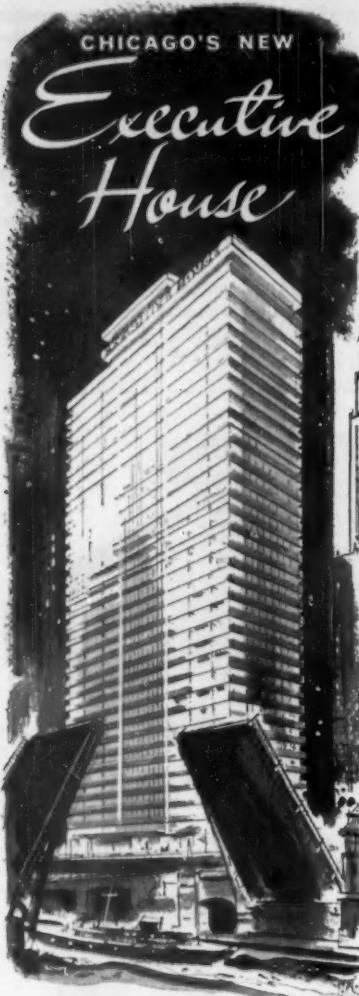
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AUDIO VISUAL CLINIC

BY ROBERT P. ABRAMS,
Vice-President, Williams, Brown & Earle, Inc.

Ed. note: This new column is an attempt to answer some of the most interesting questions to reach us on the subject of oral-audio-visual aids. Questions are selected for publication on the basis of application to most readers. Specialized inquiries will be answered by mail. Send questions to: Audio Visual Clinic, Sales Meetings, 1212 Chestnut St., Philadelphia 7, Pa.

Conference Room Needs

Q. What permanent facilities should we have available in our company conference rooms?

A. It depends upon the size and general use. There should be a movable rostrum, projection screen, chalkboard, flip-chart easel, flannelboard, projection-table cabinet so that you can conveniently store a sound projector and a combination slide/filmstrip projector. These items are basic for audio visual presentations. Available, but not necessarily stored in the room, you might have an opaque projector and an overhead projector. For your speakers you should have an electric pointer and some type of signal light to coordinate the talk with the projection. Equipment and installation can be simple or it can, if conditions permit, be attractively built into walls.

Q. We were always confused with the differences in beaded screens, mat white and silver surfaces. Now we hear about lenticular! Can you explain the differences and uses of each?

A. Glass beaded screen probably is the most widely used type. A good glass beaded screen provides 3 1/4 times the picture brilliance of a mat white screen, but this is only at the projection axis. Since this comes from concentration of available light, it follows that as the angle of view increases there is a fall-off of illumination. If it is necessary to use a wide room, where the angle of view is more than 40°, the average viewer will get a brighter picture from the mat white surface.

Silver screens have been in use for many years and have taken many forms. Of late they have been primarily for stereo viewing. For straight projection it, just as the glass beaded screen, gives sharp definition and good clear separation when you view it close to the projection axis.

Lenticular screen is not new, but has been improved greatly and has just "come into its own" in popularity. Generally, it is a silver-surfaced screen with ridges that act in a similar manner to lenses. This optically corrected surface provides for maximum

(continued on page 105)

About the columnist: Robert P. Abrams is v-p and general manager, Williams, Brown & Earle, Inc., Philadelphia. His company is one of the oldest scientific instrument and audio-visual aid suppliers in the nation. Bob Abrams is chairman, Industry and Business Council, National Audio Visual Assn., and a specialist on equipment and its applications for meetings.



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AUDIO VISUAL CLINIC

(continued from page 102)

viewing angle and is least likely to reflect extraneous room light where room darkening is a problem.

Q. Exactly what causes a microphone to "squawk" and how do you prevent it?

A. Squawk is the result of your microphone being too close to the amplifier and speaker. It creates a feedback (the squawk). This is easily prevented by testing, in advance, and moving your microphone when the test produces feedback.

Q. Is there a correct formula to determine what size letters should be used on projected visuals?

A. A quick rule of thumb is that the smallest letter when projected on the screen should be 1 inch in height for every 30 feet of viewing distance. Avoid using letters or symbols that tend to "fill in" or are too ornate to read easily.

Q. We have some wonderful still shots in black and white and would like to include this material in a colorslide presentation. Is it improper to mix color with black and white?

A. Obviously, it is preferable to retain continuity by using all color. You can, however, mount your black and white pictures on color backgrounds or use a color filter or tint to give the effect of color and thus preserve the desired uniformity.

Q. We are planning an intra-company training program using recording tapes and color pictures. Would we be better off to use slides or strip film?

A. Both are good. In small quantities slides generally are less expensive. As the number of duplicates increases, the filmstrip becomes less expensive per unit.

I feel, however, the slide offers better picture quality-wise. It doesn't tend to scratch as readily as the filmstrip and permits flexibility in selection of frames or replacement of individual pictures. To insure continuity, slides can be "loaded" in magazines.

Q. We have not been successful in making satisfactory tape recordings of our round-table discussions or role-playing exercises in sales training. What do we need to do a good job?

A. Basically, you need patience, practice and a reasonably good tape recorder. Most problems come from lack of pre-testing and an attempt to use the relatively inexpensive microphone that comes with the tape recorder. For conference use, a better grade of microphone with pick-up in all directions is preferable. If the area is large, several microphones connected to the tape recorder through a mixer will insure good results.

Q. We have an excellent sound movie which, of necessity, has to be general. The "close" is not specific enough to get down to "brass tacks" for all potential customers. How can this be personalized without large production costs?

A. Magnetic sound track is the answer to this problem. If you wish to retain and play the optical track, then have a half magnetic track applied. This costs just a few cents a foot. Prior to showing, it can be completely personalized by recording a message of direct application to the viewer. It is simple to prepare your own narration. Several projectors on the market permit you to record and erase as you would on a tape recorder. It is possible to switch from magnetic to optical track and back again while projecting.

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Georgia Power Starts with Teacher Training

Utility company enlists vo-ag teachers to hold two-day sessions for farmers and future farmers. Contest tied into educational program on wiring.



WIRING CLINICS toured area and demonstrated latest wiring methods.

HOW CAN a 12-member rural division staff of an electric utility company effectively acquaint more than 61,000 rural and farm customers with the fundamentals—and newest methods—of farm wiring?

Such was the problem recently faced by Lamar T. Wansley, manager, Georgia Power Company's rural division. These 61,000 customers are served directly by the company. Company's rural engineers also work daily with customers of Rural Electric Assn. cooperatives which purchase electricity from Georgia Power and distribute it on their own lines.

"Ever since the rural division's early beginnings some three decades ago," Wansley explains, "our rural engineers have been carrying on an intensive program of pointing out to farmers the dozens of different ways in which electricity can be used to increase profits and save hours of hand labor.

"We feel," he adds, "the program was—and is—a definite success, and we are continuing it. But its very success created a new problem: Daily our rural engineers were reporting more and more farms where the adding of new electric appliances and equipment over the years had made original wiring systems not only ineffective and inadequate—but dangerous!"

Urban area dwellers have encountered the same problem as they add deep freezers, television sets, air conditioners and electric heating, to homes built to carry electrical loads of the '30s and '40s. Rural residents, however, face problems caused by

similar loads in their homes *plus* the electrical burden from new farm equipment installations.

"Contacting this tremendously large group of farmers individually with only 12 engineers on the staff was a physical impossibility," says Wansley. "Our men worked with as many agricultural groups and organizations and attended as many of their meetings as possible, but even this made small headway with the problem."

Company finally decided the best way to meet the problem was to "teach the teachers"—hundreds of vocational agriculture teachers and county agents whose job it is to bring to farm youth and to farmers, direct guidance in agriculture know-how. This group, in turn, would be able to pass on to farmers of the state the newest methods and information on farm wiring.

Each of the state's 321 vocational agriculture departments was provided with teaching panels and wiring materials to provide classroom instruction and laboratory exercises for senior Future Farmers of America members. Nine special state Vo-Ag teachers devoted a major portion of their time conducting this educational program.

Company sponsored a contest with prizes going to FFA youths who completed the best farm wiring projects during the year, Wansley reports.

Special judges from the college of agriculture and experiment stations spent a week traveling from farm to farm judging the productive farm electrification projects of top contest

ants in the program. Company presented cash awards and a University of Georgia College of Agriculture scholarship.

In solving the problem of bringing farm wiring education to adult farmers, company conducted two-day wiring schools for county agents in each of Georgia's six extension districts. Georgia Power furnished all wiring facilities, including panels, wiring materials and supplies necessary to conduct an up-to-date school.

Adult farm wiring programs also were held in cooperation with the State Department of Agriculture, Electric Membership Cooperatives and Georgia Farm Electrification Council.

Last year, nine special vocational agricultural teachers, Georgia Power Company rural engineers, and EMC farm electrification advisors and engineers held 72 two-day wiring courses following each with a one day on-the-farm wiring demonstration. This program reached 1,725 adult farmers, averaging 25 farmers for each course.

Each farmer participating in the program gained knowledge of what constitutes an adequately wired farm and was better equipped to evaluate the wiring on his own farm. As a result of this program, farmers in the communities where demonstrations were held now are anxious to have their own wiring modernized, company reports.

Meeting program also helped the company to win the 1957 Edison Electric Institute's annual Farm Market Award. ♦

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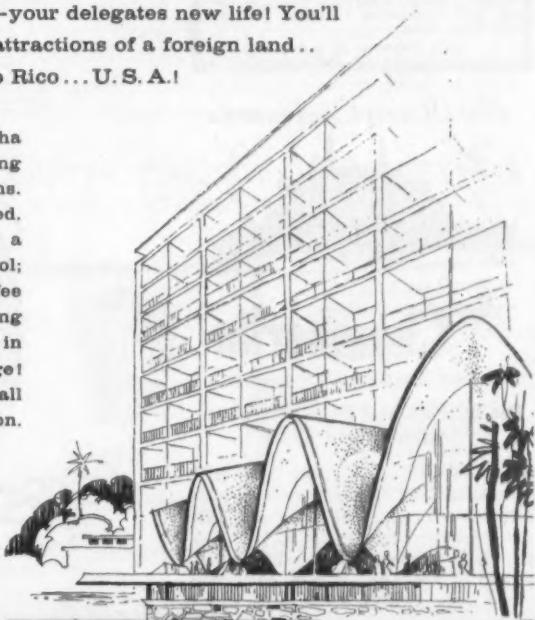
Break all records for attendance at your next conference...plan to reserve the cosmopolitan new LA CONCHA hotel in San Juan! Beautiful, modern, complete in itself...offering a combination of convenience, comfort and atmosphere that will be entirely new to you...the LA CONCHA will give your meetings new spirit—your delegates new life! You'll be away from the ordinary, enjoying the different attractions of a foreign land...yet you can make yourself right at home—in Puerto Rico...U. S. A.!

EVERYTHING IS HERE FOR YOUR MEETING! La Concha offers 300 luxurious guest rooms and suites, and cooperating adjacent hotels bring total accommodations to over 700 rooms. MEETING ROOMS are flexible, spacious, and air-conditioned. FOR BETWEEN-MEETING RELAXATION—there is a world of fun...acres of gardens; a Cabana Club and pool; outdoor terraces for dining and dancing; a convenient Coffee Shop; Bar Marino and rooftop cocktail lounge; an exciting Gaming Casino; and—dining, dancing and entertainment in Club La Concha...a giant shell set on the ocean's edge! OUR CONVENTION-TRAINED STAFF will take care of all details; assuring you always of complete meeting perfection.

Blake Sweatt, Vice President and Managing Director

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500 OUTSIDE ROOMS, EACH WITH PRIVATE BATH.

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Roof Garden. 300 Beautifully Furnished Rooms. All Outside, each with private bath.

Open All Year

Stuck for Local Club Ideas?

Here's how to get speakers for your local club when all else fails. It warns against circular letter; it doesn't work.

Ed J. Hegarty, meeting specialist, consultant, and author of "Making Your Sales Meetings Sell," was queried so often by program chairmen from local Sales Executives Clubs on how to set up interesting meetings that he finally got out a bulletin to list tips and ideas for good programs. If you've ever wrestled with a club program you'll find his down-to-earth tips on how to sign up a speaker, or get along without one, mighty helpful.

the neighborhood, etc., does little good. The personal letter is better, but it is still easy to reject a letter request. A telephone call is more effective for it is much more difficult to turn down.

If the speaker you want works for a large corporation, get his local dealer or distributor to invite him. For instance, if you want the sales promotion manager of Ajax Automobile Company, get the local dealer for Ajax to invite him for you. A speaker might come for a customer when he wouldn't give you a tumble. The customer approach won't work always, but it is better than going after the man cold.

If you want a trade association executive to speak to you, get a local member of the association to invite him. Always look for a local contact for any big speaker you might want.

Job of delivering a good speaker



101 Years of Convention Experience



HAROLD LAFRENERE
Vice President and
National Sales Manager

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... and a Lot of Imagination

You can measure years — but it's not so easy to measure imagination. HCA hotels have both — *in quantity*.

HCA's long experience can make your meeting a wonderful experience. Not only with perfectly suited accommodations and expert service, but with the "little things," that often make a big difference. Little things like ash trays being where they ought to be . . . like a podium that doesn't squeak . . . like seats that fit the modern age — and the modern man. At HCA hotels nothing is too big or too small to help make your meeting a success.

And here's where imagination comes in — for HCA hotels not only serve groups — they serve the *individuals* in the group. That means your *particular* needs get experienced attention — never a standardized routine. And it makes a big difference.

There's a big difference in HCA hotels, too. Each has a unique personality and character that reflects the city in which it is located . . . and each is conveniently located for business and pleasure. Your meeting will be long remembered in this atmosphere of individuality.

Look into HCA hotels and you'll book into an HCA hotel. HCA will add the experience and imagination to your meeting that will make it more successful. For reservations at any of the HCA hotels listed here contact your nearest HCA hotel and you'll get prompt experienced attention to every detail of your meeting. Stay HCA — your meetings will be better that way!

Hotel Corporation of America

A. M. SONNABEND, President



FRANK HIGNETT
Sales Manager

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In the quiet Back Bay section, close to Boston's business district and historic sites.

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JOHN J. TOBIN
Sales Manager

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MOTOR HOTEL**
7250 Edsal Road
Shirley Highway
Alexandria, Virginia

Complete facilities for business and social gatherings in a resort atmosphere. Everything from all-weather air-conditioning to the famous Rib Room is here for your enjoyment.

for every meeting is tough, that's why many of the smaller clubs have gone to other types of meetings that provide good programs that hold the interest of the members. Following are a few suggestions for such meetings:

Joint Meetings: In your town you no doubt have a club of purchasing agents and another of credit men. Okay, why not plan one joint session with one group and a second with the other? That's two speakers you won't need! Get together with the program chairman of the group and work out your program. You might

set up a panel program where three members of the credit men tell how they like sales managers to work with them, and the three sales managers tell how they think credit men should work. In your town there may be other groups that would be acceptable for this type of program.

Junior Achievement: One club I know staged a Junior Achievement night as one of its meetings. Club members had taught the youngsters to sell the products made by the companies and on this night the best sales person in each company came before the club and took part in a demonstration con-

test. Club members voted on which was best and a prize was given the winner. The program was well received. Junior Achievement executives and sponsors were invited to see the demonstrations and to root for their company representatives.

Distributive Education: This is another youth activity that offers possibilities for a program. Any such school activity as National Sales Executives' essay contest offers possibilities.

Member Programs: Most clubs fail to use the club members as speakers. This might be done once or twice each year. Let's say you ask one member to talk about his distribution problems and to explain how his company tackles them. You ask him to bring along his advertising manager or other personnel to help in the presentation. I saw one such meeting in which a sales manager showed how his company made a formal presentation to a prospective distributor. The program was well done, the question period lively. To make such a program right, sit down with the men who will take part and explain clearly what is wanted.

Community Chest: If the club helps train workers in the United Appeal or Community Chest drives, one program could be built on this activity. Let the chairman of the training group tell what the club is doing, and show how the workers will be trained. He might put on a training meeting for the club because most of your members will be workers.

Types of meetings suggested are largely of the presentation type. But don't overlook other types. Here are a few: the discussion, quiz session (bring in some experts and let the group quiz them), buzz session (break the group up into units of six and let each discuss a problem), brainstorming session, boasting session (over a sales achievement), bitching session (about anything), and the panel (a group of experts or some ordinary Joes).

Names such as panel, shirt-sleeve, discussion, help sell the member on attending because the name indicates that the meeting will be different. The suggestions cover a number of ways you can get away from dull meetings. But no matter what kind of meeting you put on, organize every detail. Don't tell Henry to do something, and think that he knows. Check to see if he does. You are the man responsible for the programs; it's a tough job, but as program chairman you are the key man in building of your club. ♦

**JACKSONVILLE
FLORIDA**
*The South's
finest
Commercial-
Convention Hotel*



Robert Meyer
JACKSONVILLE, FLORIDA

- COMPLETE CONVENTION FACILITIES
- BALLROOM FOR 1100 • EXHIBIT AREA
- TRAINED CONVENTION STAFF

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HOTEL ROOSEVELT
Jacksonville, Florida

In the Heart of Downtown Jacksonville

Conceived and engineered as the ultimate in commercial-convention hotels, the Robert Meyer presents a unique "custom tailored facilities" concept... to make your 1959 executive or group meetings the very finest you have ever staged!

- One-floor "convention center"
- Meeting and banquet rooms for from 25 to 1100
- Theater lighting; closed-circuit TV
- 550 outside, air-conditioned rooms
- Radio, TV and Hi-Fi in every room
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- Inside parking for 250 cars
- PLUS a willing, experienced convention staff!

Write today for full information, rates and availabilities—
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Robert B. Neighbors, Vice President - General Manager



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is everything you could expect to make a memorable meeting? Here it is for groups from a dozen to 125 in a 10-acre garden setting around azure pool. Superior accommodations, finest-equipped banquet and meetings rooms. Excellent cuisine. Entertainment, dancing. Our priceless ingredient is a management and staff dedicated to standards you'll acclaim.

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CONVENE AT
BEAUTIFUL...

Grand Hotel

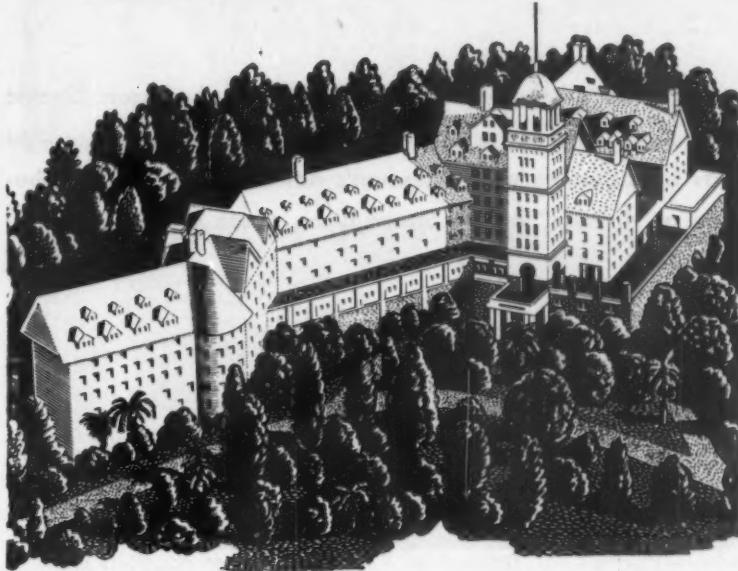
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JUNE-SEPTEMBER

"WORLD'S LARGEST SUMMER HOTEL"

SALES MEETING CENTER OF SAN FRANCISCO BAY AREA!



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1. More public space than any other hotel in San Francisco Bay Area—23,326 square feet handles 200 exhibits easily.
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3. More true luxury—300 rooms, and suites with fresh flowers daily from 22 acres of lovely gardens surrounding the Bay Area's finest resort hotel.
4. More fun dancing to name bands in the great Garden Room, and enjoying the magnificent food you'll relish at the Claremont.
5. More business value—no traffic noise, no drifting away.
6. More prestige—the Wall Street Journal yearly carries the names of more than 100 top level U.S. business organizations holding meetings at the Claremont.

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For Reservations Write:
Room 127, Hotel Hershey, Hershey, Pa.

Charles E. Todd
Managing Director

Personal Touch Is Good Stunt

For its first meeting of entire sales force, Anderson Electric personalized giveaways with salesman's name. Company mailed cards to customers with salesmen's names. Each salesman became a "division" of the company on photo of new foundry.

By C. E. BITZER
Vice-President Sales, Anderson Electric Corp.

WHEN A COMPANY doubles its business in four years, its staff, physical plant and problems increase proportionately. This happened to us at Anderson Electric Corp., Birmingham, Ala.

Last fall we realized a sales meeting which would include our entire field selling force was long overdue. We had never held such a conclave before and many of our sales representatives had not seen our new aluminum foundry nor expanded facilities in the bronze foundry. Many new products had been introduced and research and development facilities had been greatly enlarged. A new advertising agency, Tucker Wayne & Company, had created our 1958 sales promotion and advertising programs.

Also two new catalogs had been compiled—a general catalog and a manufacturers catalog. This meant a lot of ground to cover.

Keeping these objectives in mind, Edward V. Diercks, my assistant, and I sat down with our four product sales managers for a planning session four months prior to the proposed meeting. First we decided to hold two three-day meetings—one for Anderson salesmen and another for manufacturers' representatives. We felt our sales program could reach two small groups with a greater impact than a larger impersonal one. We mapped out every detail from the time each delegate would be met at the airport until he would board a plane for home.

Three weeks later another planning session was held where responsibilities were delegated, a schedule of dry runs for speeches was made up and ground rules for sessions were compiled. All major details were taken care of over three months before the first meeting. Nothing was haphazard. We printed a complete program which would pack a maximum of activity and interchange of ideas into every minute of the day. This printed program was mailed to each salesman a few days before he left for Birmingham to let him know that each day was completely planned for him. Incidentally, we thought it important to allow some leisure time every day for the salesman to do exactly what he wanted to do. This worked out well and a number of men went out of their way to tell us how much they appreciated this time for relaxation.

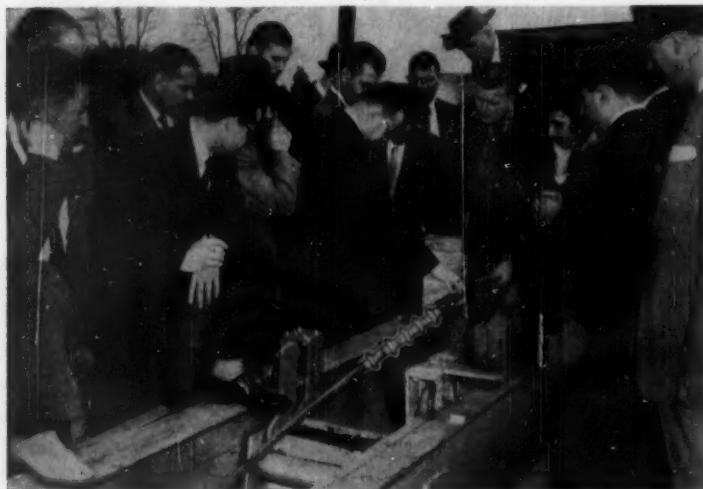
We chose a bold slogan, "We Can Be Great in '58!" and featured this slogan in all literature given to the salesmen at the meeting. As an additional reminder we had it displayed prominently in the front of the room at daily meetings.

Sunday afternoon, as delegates arrived, they were taken to Birmingham's Essex House, adjacent to the Downtown Club where all sessions were held. Afterwards they went on a sightseeing trip around the city, followed by cocktails and open house at Anderson's new sales office.

We used several novel features to highlight both meetings. First morning a local newspaper was delivered to each guest's hotel room with a wrap-around folder, announcing in bold black letters: "Birmingham Welcomes Joe Salesman (each salesman's name was used)!" Second day, wrapper said, "Joe Salesman Attends AEC Meeting," and on last day slogan, "Joe Salesman To Be Great in '58," appeared on each wrapper. Wrappers for each salesman were personalized in advance.

Each sales representative who had met or bettered his '57 sales quota had his name inscribed in gold on a plaque which was formally presented to him. Place-cards for each top salesman were lettered in gold and a pillow placed in his chair to make him feel special indeed. Bouquet of flowers was sent to every man's wife. Enclosed card said, "We are counting on you to help Joe Salesman be great in '58." Again, the actual name of each salesman was used.

No formal speeches were scheduled for either banquet Monday or Wednesday evenings. This was met with unanimous approval and was one of the most popular sidelights of the whole convention. Both banquets



MEN TOURED Anderson's plant and inspected company's new line of equipment.

**A whole new world
for your
convention**

Eden Roc

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CABANA AREA ideal for outdoor buffets, cocktail parties and water shows.

**ALL THIS IS YOURS...
FOR A PERFECT CONVENTION!**

- 14 meeting rooms or combinations . . . to seat any size meeting from 24 to 1600!
- Monitored air-conditioning
- Modern lighting and sound equipment
- Outstanding cuisine . . . served from an ultra-modern kitchen, strategically placed to serve every banquet with maximum expediency
- Underground parking garage
- Yacht anchorage on protected Indian Creek
- 30,000 square feet of drive-in exhibit space at reasonable rates

ALL THIS - PLUS:

- Olympic pool and private ocean beach
- Over a hundred luxury cabanas with individual bathrooms
- Magnificent covered outdoor pavilion for dining and dancing, outdoor meetings
- Three delightfully different dining rooms to suit your every mood
- Informal gaiety and dancing in Harry's American Bar — Garden Café
- Fabulous entertainment nightly in the unparalleled Café Pompeii

ROBERT H. WHALEN, Director of Sales
JEAN S. SUITS, Managing Director

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CONVENTION BROCHURE . . .
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MONA LISA ROOM — this beautiful room comfortably accommodates banquets up to 500 people.



POMPEIAN ROOM — Accommodating banquets of 1200 and business sessions of 1600 people. Four tiers assure all in attendance perfect view of the speaker's table.



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America's most distinguished resort and spa

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The Nassau Tavern Hotel, just 45 miles from New York or Philadelphia, has long made a specialty of conferences, group meetings and training programs.

An ever increasing number of prominent organizations are selecting the Nassau Tavern Hotel for group meetings of from 10 to 200—and with good reason—

- ✓ Princeton provides a tranquil atmosphere conducive to concentration on the problems at hand.
- ✓ The Nassau Tavern Hotel's location, directly opposite Princeton University's Campus, contributes immeasurably to its relaxing, restful, setting.
- ✓ The proximity to many of the nation's leading research organizations provides ready reference to sources of problem solutions.
- ✓ Our proficient staff, and rapidly convertible function rooms, assure smooth, trouble free service and facilities for every type of conference.

The advantages of holding your next meeting at the Nassau Tavern Hotel are clearly illustrated in our Conference Check List and Brochure—send for your free copy today.

George Washko, Manager
The Nassau Tavern Hotel
on Palmer Square
Princeton, New Jersey
Walnut 1-7500

were preceded by cocktail parties.

At the Monday banquet an 8½" by 11" photo of the aluminum foundry at Leeds was presented to each delegate. It was personalized by the inscription "Anderson Electric Corporation, Joe Salesman Division." Also postcards with this same picture were prepared for all customers in each given sales area. They carried the message "I'm at the plant learning about new products — wait 'till you hear the news." Cards were signed in salesmen's names.

No dinner plans were made Tuesday evening in order to give sales representatives with special problems an opportunity to discuss them with their product sales managers.

Daytime sessions moved at a lively pace so as much information as possible was covered. Talks and demonstrations were interspersed with coffee breaks and tours for variety. To insure close attention during his talk, each product sales manager awarded salesmen 10 silver dollars for correct answers to 10 questions pertaining to the material covered. Question and answer period not only stimulated interest, but proved to be fun.

One high point was the outline of

Anderson's 1958 advertising and public relations programs by Ed Diercks and Thomas P. Wright, our advertising agency vice-president and account executive. An outstanding speaker, Warren D. Shew of Electrical World, gave an inspiring and encouraging message on the size and scope of the electric utilities market.

During each conclave 18 new product lines by Anderson's Distribution division were introduced and five new clamp lines by the Substation Transmission division.

Tours were taken to both the Birmingham and Leeds plants, where Anderson's new testing laboratories were inspected. At our Birmingham lab, the men saw some of our modern electrical testing devices. At the Leeds laboratory they inspected advanced equipment for studying mechanics and corrosion.

Despite the time and effort required to stage the convention, both Ed Diercks and I thought our program generated an invaluable pride and enthusiasm for Anderson Electric. Everyone who attended went away fired with a complete awareness of handling a fine line of quality products. ♦

Theme With Live Drama



LIVE PROP proved a little too lively for Dennis Perkins (right), advertising manager of Saturday Evening Post. Peter E. Schruth, Post v-p and advertising director, joins him in placating Leo. Lion was hired to point up theme of Post's two day divisional sales meeting—"Let's Get the Lion's Share of the Business"—held in New York recently.

THE SOUTHWEST'S BEST...
Exhibit Hall and Auditorium
Resort hotel accommodations
Year around recreation facilities

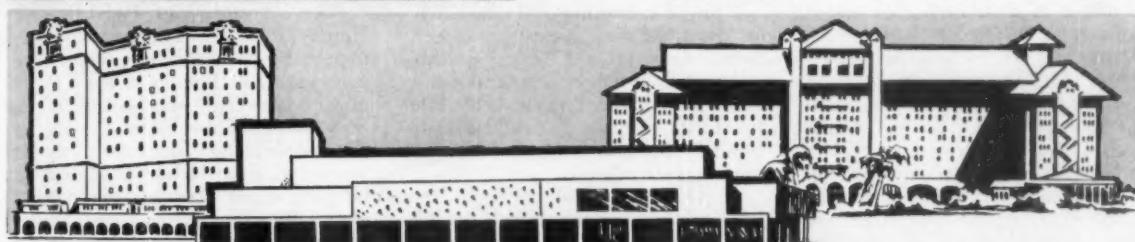
GALVESTON

Air conditioned acres of top convention facilities . . . the Moody Center located between the Galvez and Buccaneer hotels, all at the heart of the beach at 21st and 23rd streets.

The Moody Center: Designed for maximum efficiency completely air conditioned, 3 two-way escalators, 6 private meeting rooms, check room, drug store, 2,500 sq. ft. vestibule, mammoth kitchen. **Exhibit hall:** 31,000 sq. ft., 200 booth capacity divisible by folding walls, street auto entrance, all utilities. **Auditorium:** 19,480 sq. ft., 5 level terraced, 3,500 meeting capacity, 2,500 banquet capacity, 90' x 50' theatrical stage, scenery loft, 7 dressing rooms, theatrical lighting, auto and loading ramp from street, closed circuit TV with big screen projection, broadcast facilities, projector, public address system, tape recorder.

Hotel Accommodations: Guest rooms for 1,200 delegates immediately next to the Moody Convention Center in the Galvez and Buccaneer hotels. Excellent accommodations recently refurbished and redecorated. Both hotels completely air conditioned, overlook the Gulf of Mexico, feature TV, radios, exceptional food and service. The Galvez swimming pool is available to guests of both hotels. Total housing on Island for 3,000 delegates.

BOOST ATTENDANCE — CHOOSE GALVESTON



TEXAS: Austin — the Stephen F. Austin; Brownwood — the Brownwood; Dallas — the Baker and the Travis; El Paso — the Cortez; Galveston — the Buccaneer, Galvez, Seahorse, Jean Lafitte and Coronado Courts; Laredo — the Plaza; Lubbock — the Lubbock; Marlin — the Falls; San Angelo — the Cactus; San Antonio — the Menger and the Angeles Courts.

Affiliated National Hotels

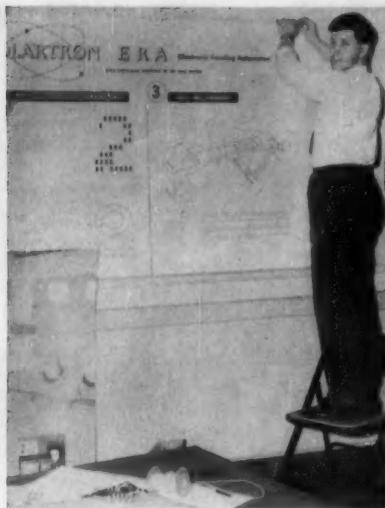


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PITTSBURGH CONVENTION staff worked day and night to transfer the convention to another city in the six days before it was to open.

◀ NEAL POLLOCK sets up exhibit which was rerouted by air from England.

What Do You Do When a Strike Hits?

Six days before a big convention—planned for two years—and your hotels are hit by a strike. Where can you get 1,000 rooms? Where can you turn? This happened to International Systems Meeting and here is how convention bureaus worked to save it.

PITTSBURGH'S crippling hotel strike went into its fifth day. International Systems Meeting, which had been in the planning stages for almost two years, was sure to face cancellation of its established dates in Pittsburgh, October 12-15, 1958.

A hurried conference took place in the offices of Pittsburgh Convention Bureau with W. N. Spray, chairman, Systems and Procedures Assn. convention, M. W. Anderson, arrangements exhibit chairman, Charles Shaffer, executive vice-president, Pittsburgh Convention Bureau, along with representatives of hotel management.

Cancellation was unthinkable, the International Systems Meeting committee informed Shaffer because literally hundreds of thousands of dollars were committed in important company executive time, exhibit personnel and exhibit material. What could be done? Was it feasible to transfer the convention from one city to another in less than a week—six days to be exact? Was another city available nearby?

Pittsburgh Convention Bureau checked the data it receives from International Association of Convention Bureaus. IACB transmits convention bookings data of member convention bureaus. The check on the file of all cities showed Buffalo, N. Y., with an apparent open week.

A phone call was made immediately to Ward Stewart, secretary-manager, Buffalo Convention & Tourist Bureau, and within an hour's time, a tentative clearance had been made in Buffalo for 1,000 sleeping rooms and hotel exhibit space to accommodate 50 semi-heavy exhibits.

That night, Friday, Oct. 3, the Pittsburgh committee arrived in Buffalo and inspection of available facilities began. By Saturday night, all tentative arrangements had been made and on Sunday, the announcement was made that the International Systems Meeting would be transferred to Buffalo, lock, stock and barrel—or exhibits, program and people, if you will.

Now the Buffalo Convention Bureau

really started its machinery in high gear. By Monday night, a personal invitation from Mayor of the City of Buffalo to every ISM member who had indicated a desire to attend the meeting was in the mail. Notification to all businessmen in the Buffalo area was also in the mail in order that Systems people in and around Buffalo could fully participate in the program.

Liaison between Buffalo newspapers and ISM Publicity Committee was established. Exhibit space in the Hotel Statler Hilton was marked out and Hale Decorators, Buffalo, were called upon to lay out booths and extend all necessary services.

Here, versatility of Hotel Statler Hilton in Buffalo was apparent. Although Pittsburgh records showed no conventions in Buffalo, a local show of 40 booths had been booked in the Statler-Hilton Showroom. This meant mezzanine lounge, third floor exhibit space and lobby exhibit area had to be pressed into use. Special wiring was required in many areas due to the heavy load drawn by exhibit equipment. The hotel's engineering staff went right to work.

ISM's unique method of holding its meetings again posed a problem because of the absolute requirement that four solid days of meeting room facilities, 10 in all, had to be scheduled. These meetings go on from nine in the morning until five in the after-

World's Newest, Largest, Finest Convention-Resort Hotel

INCOMPARABLE MEETING FACILITIES

for up to 10,000 people! Private conference rooms for 10 to 100
convention hall accommodating 6,000.

SUPERB BANQUET FACILITIES

for groups up to 4,000! Private dining rooms, formal dining
room, casual coffee shop for fine food at popular prices.

UNSURPASSED FACILITIES FOR FUN AND RELAXATION

14 acres of oceanfront luxury—5 cocktail lounges—exclusive shops
La Ronde Supper Club—Yacht Basin.

1,000 Rooms, 265 Cabanas

180,000 Sq. Ft. Exhibit and
meeting areas

1,000 feet oceanfront beach

Spacious hospitality suites

2 Swimming pools, Golf, Tennis

Ample undercover parking

Completion early fall 1959


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BEN NOVACK President
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WILLIAM BUCKLEY
Director of Sales



ON THE OCEAN AT 44th STREET • MIAMI BEACH, FLORIDA

**30 miles from
New York**

**The MOTEL
on the MOUNTAIN**

The Motel, and the equally famous Restaurant on the Mountain, now have enlarged their facilities to handle the growing number of groups which are electing to hold their meetings at this unique location only thirty miles from Manhattan. No noise, no distractions—just beauty, isolation, and complete facilities for up to 200.

For reservations and information: MR. E. V. CRANE, THE MOTEL ON THE MOUNTAIN, SUFFERN, N. Y. TEL.: SUFFERN 5-2500.

**Unsurpassed
Convention Facilities - Yet you pay no more!**

The PALM BEACH

Biltmore



For further information, please write, wire or phone—L. E. Ames,
Director of Sales, Palm Beach Biltmore, Palm Beach, Florida.

- Over 500 air-conditioned luxurious rooms and suites.
- 8 meeting and private dining rooms — 25 to 750 person capacity.
- Main Dining room with 1,100 capacity — the cuisine is exceptional.
- 10,000 square feet of exhibit space.
- Public address systems, audio visual equipment available.
- A complete convention staff with a member detailed to your affair at all times.

PLUS deep sea fishing - golf - tennis courts - Olympic salt water pool - beach club - shuffleboard - sun deck - cabana colony - cocktail lounges - nightly entertainment.

PLEASE REMEMBER — at the Palm Beach Biltmore you, and every member of your group, will receive the ultimate in accommodations and service. Hospitality and interest in your gathering and its problems is our business!



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HOTEL**

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- ★ Complete facilities adaptable to any type of function
- ★ Personalized attention to every detail
- ★ Convenient to railroad terminals
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- ★ Gracious, modern atmosphere, plus traditional LaSalle hospitality

write for new brochure showing room charts, floor plans and full details

Allan Stubbins M. P. Mathewson
General Manager Vice President, Sales

How IACB Operates

International Association of Convention Bureaus helped to save the day for many conventions booked into strikebound hotels in Pittsburgh. This service of the association is one of many almost unknown to many convention planners.

IACB is made up of most of convention bureaus in major cities throughout United States and Canada. Although each bureau is highly competitive for group business, bureaus work together through IACB to aid the movement and services to convention groups.

Each member of IACB, through its secretary's office, exchanges its list of bookings. Strict code of ethics prevents one bureau from soliciting a group that has already been booked no matter how far in advance.

In case of the strike, however, convention bureaus did solicit groups already booked. Bureaus contacted convention managers of groups hit by the strike to offer assistance. Aim was to prevent convention cancellations.

Several groups transferred meetings to Washington, D. C., Philadelphia and other cities within a couple of hundred miles of Pittsburgh. In many cases, convention bureaus had to make many emergency shifts to accommodate the extra bookings. The strike hit during the period when convention bookings are heaviest.

Pennsylvania Bankers Assn., for instance, was shifted from Pittsburgh to Philadelphia for its meeting. Only problem was that its banquet, most important event at the convention, could not fit into a Philadelphia hotel. Banquet rooms on the Saturday night scheduled for the Bankers' banquet were all booked. In this case, Philadelphia Convention & Visitors Bureau scouted the city and came up with the dining room at the Union League. This late-minute jockeying for space saved the convention.

noon and a buffet luncheon is served to the group in the same room with coffee breaks, both in the morning and afternoon. Meeting rooms were set schoolroom style so that the buffet luncheon could be served without the necessity of setting tables.

Here again, a problem of local functions booked into the headquarters hotel had to be surmounted. Other hotel function rooms were cleared for space as were those in the Klienhan's Music Hall. Now all that needed to be done was to establish shuttle bus service between various meeting halls. Because each delegate was assigned for the entire convention to a meeting room, the convention bureau arranged a system of housing each delegate in the hotel to whose meeting room he was assigned.

To expedite the meeting room problem, Statler Hilton closed its main dining room for public service and made this room available.

Now just a few problems were left

to the convention bureau, such as, arranging a ladies program ("Off to Niagara Falls"), arranging program of entertainment for the banquet, dovetailing its registration staff with ISM's complicated UNIVAC registration system.

Probably the greatest thing to behold was the dedication of the Pittsburgh committee that worked with practically no sleep to tie loose ends together. Half of the committee stayed in Pittsburgh to work with the convention bureau and hotel people there to maintain their publicity lines, tranship exhibit material (which had already arrived in Pittsburgh) and to turn early arriving delegates, who had not heard of the change, Buffaloward.

Finally, on Monday, Oct. 13, the International Systems Meeting opened on schedule. There was many a rib tickling cliche, but W. M. Spray's early one maintained the spotlight throughout — "Have Convention Will Travel." ♦

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How Worthington Created Its Theme For Incentive Travel

With all promotion tied into the word "flight", kickoff meeting included plane in the sky that towed huge banners. "Extras" in planning and operation of contest contributed to success of trip to Bermuda for dealers, wives.

By J. J. DRURY

Marketing Services Supervisor, Air Conditioning & Refrigeration Div.,
Worthington Corp.



CALYPSO BAND plays for Worthington guests at kickoff meeting to put them into Bermuda mood.

YOUR ORGANIZING a program, kickoff meetings, and incentive contest itself, all involve months and months of intensive planning. Then comes the big payoff - the trip itself. Will it be successful? How will the weather be? What problems will arise that might spoil the effectiveness of the trip?

These were the thoughts that ran through our minds as we sat down to make final arrangements for the Worthington Bermuda vacation. But now it's all over and we know it was

a huge success. Bulging folder of thank you letters prove it.

Why was it a success? What should we do to make future trips as profitable? Answer to these questions seems to point to one fact: It was the little things. Extra courtesies, last-minute added services, small gestures - these are the things that made the difference. Looking back over the program, we can see them all very clearly now. To give a better explanation of what we are talking about, let's start from the beginning.

Over a year ago The E. F. MacDonald Co. salesman walked in the door with the final program agenda. After months of planning and discussion, everyone finally agreed that this is what we wanted.

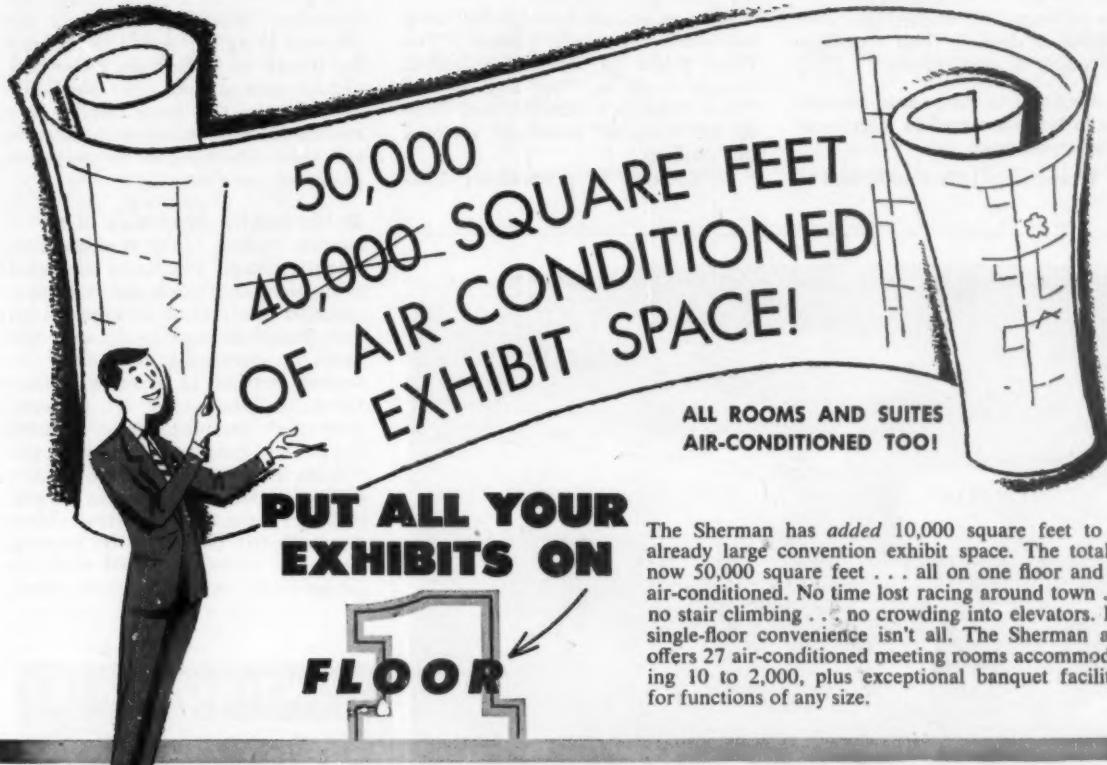
Final incentive program was designed for all Worthington air conditioning and refrigeration dealers and distributors in the United States. They would receive points and trip chances based on their purchases of Worthington equipment. Points could be used to select gifts out of a 96-page prize-filled catalog. Trip chances would be held until the end of the contest and at that time drawings to select winners would take place. Incentive program was set up to last for seven prize-filled months and, therefore, quite a large number of trip chances could be accumulated. In addition Worthington customers were placed into volume categories so the opportunity for all to win would be equitable. Lucky winners would be the proud owners of a trip for two to Bermuda.

Now that we had the program outline and trip location decided, we still had not settled on a theme. We wanted a theme that would properly describe our program and its objectives. After a great deal of discussion we decided upon "The Prize Flight to Profit."

Next problem was how to promote the contest properly. To generate and



PLANE TOWS huge banner across Florida skies to announce contest to dealers.



50,000
40,000 ~~SQUARE FEET~~
OF AIR-CONDITIONED
EXHIBIT SPACE!

ALL ROOMS AND SUITES
AIR-CONDITIONED TOO!

**PUT ALL YOUR
EXHIBITS ON**

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The Sherman has *added* 10,000 square feet to its already large convention exhibit space. The total is now 50,000 square feet . . . all on one floor and all air-conditioned. No time lost racing around town . . . no stair climbing . . . no crowding into elevators. But single-floor convenience isn't all. The Sherman also offers 27 air-conditioned meeting rooms accommodating 10 to 2,000, plus exceptional banquet facilities for functions of any size.

**PUT ALL YOUR
PEOPLE UNDER**

1
ROOF

- 1,501 redecorated rooms,
- Radio in every room—TV in many.
- World-famous restaurants: The Porterhouse, offering wonderful steaks—Well of the Sea, seafood flown fresh daily from the principal rivers, lakes, and oceans of the world. And for exceptional food at considerate prices, the smart Celtic Grill and Cocktail Corner are long-time favorites of both Chicagoans and visitors. The Coffee Shop and the Snack Bar provide excellent meals quickly.
- The Sherman is in the heart of Chicago's shopping, theatre, and financial district.
- Drive-right-in convenience—the only hotel in Chicago with on-premise garage facilities. No waiting for busy doormen when you arrive . . . no waiting for delivery when you leave.

Danny Amico, Vice President and Director of Sales, backed by highly qualified staff, is on hand day and night to attend to all your convention requirements. For help in planning your next convention, phone, wire or write Danny.



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JANUARY 16, 1959

maintain a high level of interest in the campaign, promotional material was scheduled to be mailed out to all personnel and their wives. This material was set up at frequent intervals throughout the campaign. Each Worthington representative was requested to fill out an address form for all his accounts. We wanted the home addresses of dealers. This was done for a couple of good reasons:

1. Mail sent to the business address tends to be lost, mixed in with other mail or never read.

2. Promotional letters addressed to

homes are not only read, but reach the boss (dealer's wife). Wives are extremely important to the success of an incentive program. Not only do they stimulate their husbands to work harder, but when they realize that at the end of the rainbow is a vacation for them also, look out!

All promotional mailings had some connection with the theme, "The Prize Flight to Profit." Individual slogans such as "Up and Away," "Your Ceiling's Unlimited" and "Fire up for Take-Off" headlined some of the mailings.

In addition to promotional mail-

ings, kickoff meetings were scheduled to explain the incentive contest to our accounts personally. We decided to use our annual dealer meetings to introduce the program. Worthington meetings were scheduled for Miami, New Orleans, Sea Island, Ga., New York City, French Lick, Ind., and San Francisco. Kickoff meeting was the place to bring our theme to life and the natural tie-in between theme and aircraft gave us quite a few ideas. To explain it to you more clearly, let's use the Miami meeting as an example and show you some of the ways we promoted our theme.

► We hired a Piper Cub to tow a banner reading "Join Worthington's Flight to Profit." Plane was scheduled to fly along the beach and hotel at a specified time. Then 10 minutes before the plane was to fly over the hotel, we arranged to have all of the dealers outside to have a picture taken. As they were all gathered waiting for the photographer to snap the picture, the plane appeared in the Florida skies. None of the dealers knew that this was going to happen and they were quite surprised. They were ushered back into the meeting room and immediately told what the "Prize Flight to Profit" was all about.



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meeting will be more
successful here.

Write for details.



The plane also was used in the next couple of days to announce other messages to dealers. For instance, the plane buzzed the golf course where a Worthington sponsored tournament was held on the last day. We even had the plane track down a boat full of Worthington fishermen. Besides adding impact to our meeting, the plane also gave us a great deal of advertising benefit.

► Since this was our annual meeting, many topics were scheduled to be discussed, such as new products, financing, promotional plans, etc., and we wanted to tie all of these discussions in with our theme. As each topic was introduced, a piece of board with the title of the topic was placed on a platform. No one was told why this was being done. By the end of the meeting accumulation of these boards had formed an outline of a plane. Last section to be added was a board which read "You." "You" signified the dealer, motivating force behind all these activities. Even if a dealer has the best product in the world, proper financing, or top flight promotion, he as an individual has the sole responsibility for success or failure of his business. Plane outline emphasized this very important fact.

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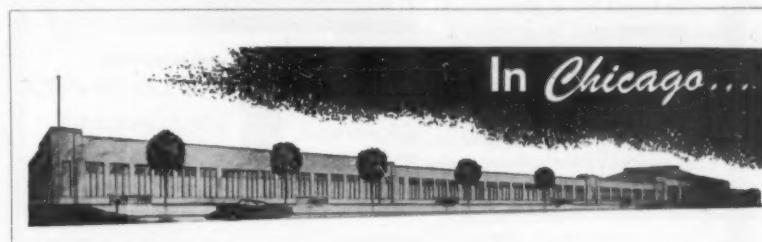
WRITE FOR BROCHURE—see why Great Oak is called "The Key Largo of the North".

GREAT OAK
LODGE and YACHT CLUB
Fairfax Creek, Chestertown, Md.
Calvin C. Smith, Business Manager

Because winners of the trip were scheduled to be flown to Bermuda by Eastern Airlines, we requested cooperation from its local office. During lunch on the first day of the meeting, before guests had been told about the incentive program, Eastern Airlines hostesses passed from table to table handing out baggage tags and telling each person "We hope you will join us next year on our Flight #1." This puzzled the dealers to the extent that they started asking a lot of questions, such as "Where does Flight #1 fly to?" "How does Eastern Airlines fit

into a Worthington meeting?" Needless to say, the attractive hostesses also created some excitement.

Since the incentive contest is a program of giving gifts and prizes away, we thought it would be only right to get Santa Claus into the act. We described Santa Claus as a "poker" compared to Worthington in giving out gifts. Santa admitted he was "second fiddle" to Worthington, but still brought some joy to the meeting by drawing a few names out of his bag and giving some gifts away right on the spot. If you've rented a Santa



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Every Monday and Friday 5 PM

3-Day Cruise — two nights at sea,
two days and a night in Nassau. \$54^{up}
All outside staterooms, all meals,
the ship is hotel all the way.

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Air-conditioned dining room and cocktail lounge,
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Arrange for your Members to come a few days
early... or stay later for needed relaxation...
by sailing overnight to colorful foreign Nassau.

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Claus costume, put pillows inside and tried to walk around in it, you know it's not too easy. Pillows slip, pants keep coming down, the beard and wig never fit right. All in all, Santa's presence caused a great deal of laughter.

Another way we emphasized our theme was to hand out small collapsible binoculars to each man and suggest that he use them to watch his own "Flight to Profit." Our name and theme were inscribed on the binoculars so anytime they used them, dealers would be reminded of the contest.

► After the incentive program was explained, we strived to try and keep their enthusiasm at a high level. Music is an increasingly important ingredient in kickoff meetings and Bermuda is famous for its Calypso music. Happily for us, there happened to be a famous Calypso group playing at one of the Miami hotels. We arranged to have the Calypso entertainers play exclusively for Worthington guests at their hotel. A room was arranged to look like a nightclub and when the Calypso music started, dealers and their wives immediately got into the Bermuda mood. This was one of the highlights of the three-day affair.

These were some of the activities developed to put suspense, enthusiasm and impact into our meetings. These little extras made the meetings full of joy and excitement. We heard many dealers exclaim, "I wonder what's going to happen next?"

► After the kickoff meetings and for the next seven months, we continued to promote and merchandise the trip in every way possible. When the contest was over, winners of the trip were selected and notified, and final arrangements were made for the Bermuda vacation. We had about 100 people on the trip. We still had two months before we would actually board the plane, so to add to the excitement of winners, we set up a series of teaser mailings. With the cooperation of the MacDonald Company and the Bermuda Trade Development Board, who offered us numerous pamphlets and brochures on customs and activities of Bermuda, we designed mailing program to keep everyone on pins and needles until departure date.

"Meanwhile back at the plant," we put our heads together to plan the trip agenda. After the basic format was agreed on, we started to add extras.

All travel arrangements were made for the winners and they were supplied with a wallet containing information and instructions, social activities schedule, baggage tags, identification badge, and other items. It

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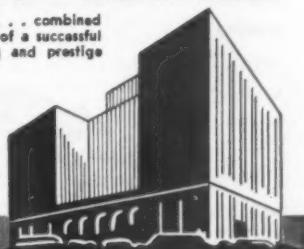
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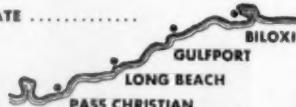
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Buenavista

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AAA



BILOXI, Miss.

even contained a \$5 check for transportation from the New York airport to the Waldorf-Astoria Hotel. Check was a small gesture, but psychologically gave winners the feeling of luxury and spare-no-expense handling.

Worthington representative greeted everyone in the hotel lobby and escorted them to the desk where they were promptly checked in. To eliminate any confusion, all guests were pre-registered and merely had to give their names. Realizing that the Waldorf is usually crowded, a window was blocked off and reserved for Worthington's guests only. They were delighted to see they didn't have to wait in any of the long lines to be registered.

As the winner and his wife walked from the lobby, they were handed a notice to announce that a bus would leave at 6 p.m. for cocktails, dinner and a Broadway show.

When they emerged from the bus in front of the famous Toot Shor's Restaurant, the ladies were presented with orchids. An elevator took everyone up to a private room where cocktails, hors d'oeuvres and dinner were served. A few words of welcome were made by a couple of Worthington executives, followed up by a personal congratulation from Matt Lawler, vice-president, Worthington Air Conditioning and Refrigeration Division.

During desert, two tickets with a dollar bill wrapped around them were handed out to all the wives. Tickets were for "Say Darling," popular Broadway musical, which was only an after-dinner stroll from the restaurant. Dollar bill was for taxi fare after the show back to the hotel—another small gesture that meant so much.

Next morning we were scheduled to leave New York for Bermuda. Anyone that travels can vouch for the confusion that can exist at an airport prior to flight time. Pulling another "extra" from the hat, we arranged for Eastern Airlines to come to the Waldorf and check everyone's baggage and tickets in the hotel lobby instead of at the airport. As they boarded the buses, they were given a little flight bag for smaller items.

As Bermuda came into sight the plane started to buzz with excited conversation. Pilot was good enough to give everyone a prolonged look at the island before landing. Special arrangements were made by the MacDonald Company to expedite customs procedures and it wasn't long before all guests were in a surrey, winding their way along Bermuda's narrow roads to the Castle Harbour Hotel.

Again the guests were pre-registered at the hotel and within an hour most of them were sunning themselves on

the beach or at the pool.

A cocktail party was scheduled for the courtyard that evening until the MacDonald tour director received a frantic call from the Worthington executive responsible for the trip arrangements. "Herb, did you see that full moon and the beautiful clear sky?" Nothing more had to be said. Cocktail party was promptly shifted from the courtyard to the patio side of the hotel so all could receive full benefit of the moon. Believe me, many comments could be heard about the full moon, the sky, water—again some more pampering that paid off.

A planned itinerary filled the Bermuda stay with loads of fun and

relaxation, such as golf, fishing, swimming, yacht cruise, sight-seeing and, of course, shopping. Add to this good weather, excellent meals and a most congenial group, and the result had to spell out success.

Only sad note was the realization that it all had to end. But even to the end, every detail was covered. Checking out of the hotel, the trip to the airport and flight back to the States, all ran smoothly. Again it was arranged to expedite the customs check and in no time at all the group which had grown to be more like a big happy family, all were on their separate ways to points all over the United States. ♦



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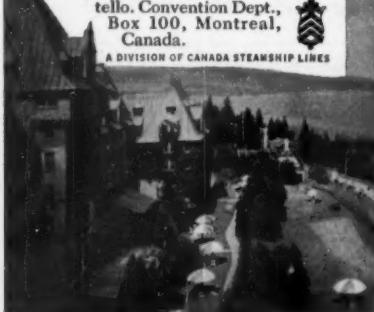
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Give branch managers an opportunity to talk about their problems. They can get more facts and inspiration from a two-way meeting than the long parade of "brass" who greet fieldmen in "tones of sweetest harmony," then list their shameful neglects.

By LES ALLMAN
President, The Allman Company*

AS BUSINESS MEN, many of us have taken part in countless sales meetings. We've been active as planners and speakers or we've been listeners. To be honest about it, we'll all confess, frequently we've wondered whether the dynamic presentations and preachings—and cost of it all—are really worth-while.

But how many of us have tried to get an answer to our "wonderings" by quizzing the men who sit as primary targets in all sales meetings?

Each year, in several manufacturing organizations that I know about, the same old question has bothered top executives—whether to bring all branch managers into one big annual meeting or just to call a small group and have a series of meetings. Record shows that, year after year, it has been thought best to have one big affair and really give field men the "whole works" at one and the same time.

As soon as the date has been set, letters or bulletins have gone to branch managers to announce details of the big affair. Advertising and sales promotion men have gone into action.

A program had to be planned, speeches written. Elaborate, eye-opening presentations had to be whipped into shape. Few leisure minutes were worked into the program, but the big idea was a carefully stepped-up momentum that would bring this year's affair up to a crashing climax—with every branch manager on his feet in the closing moments, vowing with might and main to go back to his territory and break all previous sales records to pieces.

Well, I have been "in" on many meetings of this kind.

I've listened to the clanging cymbals of the "top brass." I've seen department head after department head greet the visiting brethren from the selling field in tones of sweetest harmony—and then proceed to list all of the rules, regulations, duties and obligations which these sales people are said to be neglecting in the most shameful manner. With few exceptions, speeches have been made by home office executives and department heads. Speech-wise it has been a one-way street. Boys from the territories, men who have special territory problems and many other puzzling obstacles to meet and overcome, don't get a chance to "orate" in the annual sales meeting.

Year after year, when the meeting is over, the beleaguered and berated branch managers have quickly gathered their belongings and swiftly departed.

► What can be done to improve sales meetings and sales results? In one company, man in charge of national sales with nation-wide factory branch set-up decided to hold a series of meetings—with only 12 to 15 branch managers in each meeting. He didn't waste much time in special preparations. He didn't plan any "presentations" and he didn't hang up any inspirational banners.

First group came in for a two-day session. Top sales executive spent all of the first day and part of that night in private discussions—talking to each branch manager alone about anything and everything that appeared to be a problem for that particular branch manager. Each conference was a two-way talk.

On the morning of the second day, this executive met for a general discussion with the entire group. Brief



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National Sales Manager



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talks were made by half-a-dozen other executives and department heads. Everybody sat around a big table and most speakers made it informal by talking without getting to their feet. Keynote of the meeting was low-pressure, informative discussion. At one o'clock, luncheon was served in an adjoining office—where further visiting could be enjoyed. Meeting adjourned after lunch—with the exception of a few branch managers who stayed for further, brief and strictly personal talks with the chief sales executive.

Now about results. Before leaving

for their home territories, branch managers lingered a bit with department heads and other friends in the different divisions of the business.

Later, I visited with the men who had talked with the branch managers. I learned that branch managers were going home happy and tremendously enthused about digging still deeper for more and more sales.

One branch manager puts it this way: "This is positively the most satisfying, productive sales meeting I have ever attended in my 20 years with the company. It has all been concise, constructive and congenial."

Another branch manager says: "This is the first time I have ever sat down alone with the boss and discussed my problems."

Finally—and this is the evidence, proof to end all doubts—the sales records began to show immediate, substantial pick-up within 24 hours after branch managers got back to their territories. In the remaining two weeks of the month, following the sales meeting, sales level went to a new high—to the delight of sales executives and to the great satisfaction of management. Further, new interest and enthusiasm developed in all territories and were reflected in a general rise of sales over a sustained period of time.

There were a number of interesting by-products of this sales meeting. For instance, the vice-president in charge of sales had a face-to-face, private visit with each of his branch managers. Of course, he gets around the country on various business trips each year, but it is physically impossible for him to see each manager in each territory every 12 months. But here, in man-to-man discussion of problems peculiar to each territory, he had some excellent opportunities to "size up" the growth and development of each man—observing the caliber of his judgment, his executive capacity, his insight into modern marketing techniques.

What's more, each branch manager had his chance to measure the capacity and all-around ability of the vice-president in charge of sales. If the top sales executive is capable and thoroughly competent, his men recognize his worth and go back to their selling jobs with renewed interest, loyalty and enthusiasm.

Later, when the branch managers had been back on the job for several days, each received a brief, friendly letter from the vice-president—personally signed—with thanks for the fine cooperation extended during the sales meeting.

"Boy, that's the first time I ever got thanked by the boss for coming into the factory sales meeting!" This is the pleased, enthusiastic comment of one branch manager.

► One thing to remember, of course, is that the big annual sales meeting still has its appeal. When conditions warrant, there just isn't any substitute for the big meeting with its circus atmosphere, its dynamic presentations and inspired oratory.

But keep your eye on the low-pressure, informative sales meeting. It should give each field man a two-way conference with his chief executive. You can't hand a man any substitute for such a privilege. ♦



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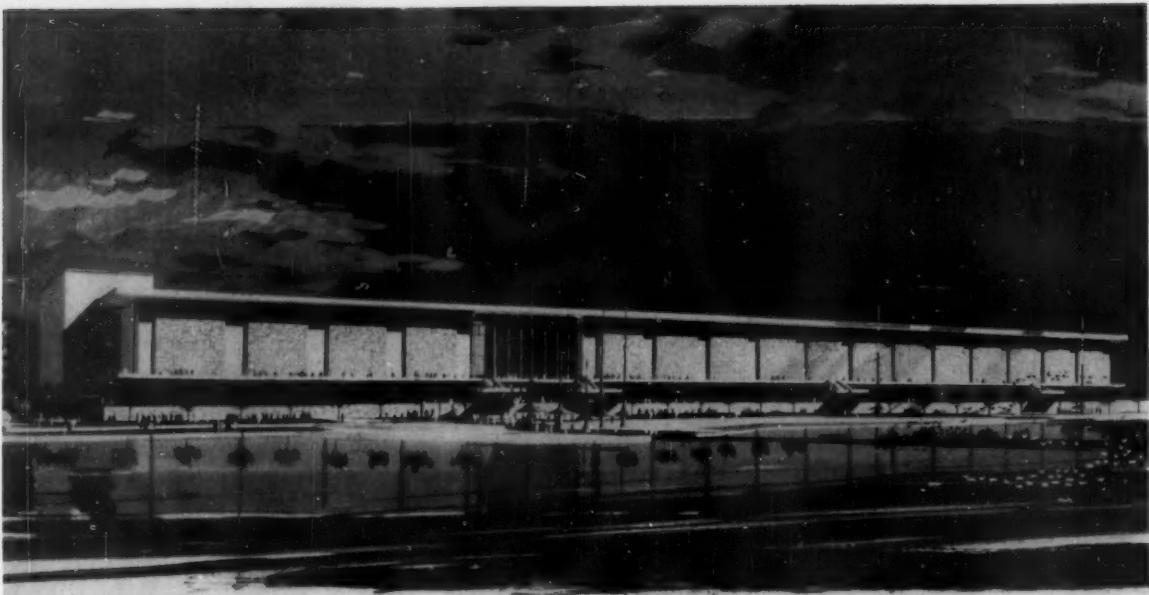
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NEW \$34 MILLION hall is expected to keep Chicago in the running for convention business.

New Chicago Hall Moving Right Along

Bids open for construction of lakefront exposition center. Plans for two-level building follow survey of nine other cities' convention facilities. Expect to start foundation work this month.

CHICAGO MOVED one step closer to its new Metropolitan Fair and Exposition Center when low-base bids totalling \$21.7 million were opened recently. The 11 bids were on construction items including general work, structural steel, heating ventilation and electrical work. Foundation work could be started this month, says architect Alfred Shaw.

Preparation of the lake front site has been completed. Irregular shoreline of Lake Michigan was filled in to provide space for an esplanade in front of the building.

Mayor Richard Daley, in an all-out bid for the Democratic 1960 national convention, has assured the site committee that the hall can be completed in time for the meeting. More conservative observers estimate it will take from 20 to 24 months to complete the building once construction is underway.

Metropolitan Fair Authority is leav-

ing no stone unturned in an effort to make the new hall the most complete convention center in the country. Months' long survey of nine other cities which compete for convention business carefully evaluated the cities' physical facilities for trade shows and conventions. Auditoriums in each city were checked for environment, accessibility, expansion possibilities, space, parking, door openings, vertical transportation, toilet facilities, food facilities and utilities. Chicago hall was then designed to eliminate many problems encountered in other halls.

Hall is expected to counteract recent downturn in Chicago's convention business. Convention attendance and spending has been declining since 1955, say city fathers. Conventioneers are currently spending about \$20 million a year.

Hall will have two main levels. Lower level will be 20 ft. above the lake and upper level will rise 42 ft.

above the lakefront. Auto roads are planned to lead into both levels. Roads will accommodate buses and trucks in addition to cars. On the lower level a spur line from the railroad will feed into the hall.

Building will be built in modular sections - based on 30 ft. areas. A "utilities spot" with utilities and lighting connections will be placed every 30 ft. Upper level or Exposition Level will have 340,000 sq. ft. available for shows. Area can be divided into three separate halls with use of movable walls.

Maximum ceiling height will be 40 ft. and the minimum 30 ft. Clear span of 210 ft. will be available.

Lower level will feature two theaters, restaurant and cafeteria, seven shops, plus meeting rooms. Larger theater, called "the most modern ever designed," will seat 5,000 - with 3,000 on the orchestra level. Stage will be 60 ft. by 90 ft. with a proscenium arch 100 ft. high. Separate control room for audio visuals will be built in back of the theater.

Parking areas for 1,800 cars are planned. Nearby Soldiers Field can accommodate an additional 6,000 automobiles.



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How to Spend Exhibit

Exhibit builder says competitive bidding short-changes the buyer. Bidders can't learn enough about exhibitor's problems to design effective displays. Year's exhibits must be planned at one time.

By LEWIS BARRY
President, Lewis Barry, Inc.

IT'S ONE of the facts of life in the exhibit world that participation in trade shows will pay off handsomely if properly planned.

Let us take a big look at that big if.

Proper planning leads to the right show with the right exhibit and the right message.

In speaking to the prospective exhibitor, we tell him:

You must know why you're going into a certain show. Answer cannot be simply that you're going in because you were in last year, or because your competitor is in, or because your boss' wife wants to buy a new outfit in the convention city, or perhaps because you feel you're stuck with the space anyway, so you might as well go in the show. Of course these reasons are all equally invalid. You want to go into a certain show because it offers the best me-

dium to tell your story to the largest number of potential buyers.

And that means your making sure you are in the right show. How can you tell you're in the right show? Surveys, either by yourself or a qualified outside observer; by studying results of attendance at previous shows (who was there, what were they seeking, and what did they buy); then carefully analyzing and interpreting this information in the light of your own experience and judgment.

Now you have decided on the show. Next step is to plan your actual exhibit. Usual practice has been to send out for bids from a number of exhibit builders. Naturally you can't give each bidder too much time. There are too many of them and not enough of you. So you give each one as little time as possible. Information he winds up with is sketchy at best,

certainly not enough to do an adequate job for you, but that's the best that can be done in the circumstances.

When bids come in you award the job to the lowest bidder, as though you were buying so much lumber, paint or hardware. Thought here is not what is the best exhibit, but what is the best bid. Besides, there isn't time for more thought; we've got to get the exhibit built—the show date is getting dangerously close.

So the exhibit is built and installed at the show, usually under the supervision of a few reluctant salesmen who would rather be out seeing the sights of the convention city. Finally, the show opens, salesmen take their turns sitting in the booth reading their newspapers. Visitors drop by the booth, pick up literature and promptly exchange it at the next

(continued on page 136)



Dollars More Wisely

By THOMAS B. NOBLE
President, Advertising Trades Institute,
Inc.

Show manager claims crop of poor shows make selection of good ones more difficult. Offers some criteria to judge worth-while shows and gives hints on how to capitalize on your investment.

LET'S GET THE RECORD straight right from the start: I am a firm believer in good trade shows—and I am equally convinced that soundly-managed, sales-producing shows will always be an essential part of the national, over-all sales effort.

But, the so-called "break-away" specialized shows; trade association shows that are designed solely as revenue-producing sidelines to conventions, with no real sales value to exhibitors who have been delicately blackjacked into participation; poorly-conceived "one-shot" shows; public expositions that try to sell space masquerading as business shows—all these shows, and they are legion, waste time and money of management and make it increasingly difficult for legitimate, proven business shows to attract their deserved exhibitors.

Surely, in this era of automation—

in which so many business relationships are created and maintained by impersonal printed materials, correspondence and occasional phone contacts—it is more than ever important for the seller and buyer to meet face-to-face and develop some appreciation of each other. And, where can this better be done than at an annual or semi-annual business show, where both buyer and seller are in direct contact with each other?

Yet, the bewildered (and often disgusted) sales-minded executive—besieged with show solicitations, aware of his over-all budget limitations, and perhaps soured on trade shows by virtue of some previous frustrating, costly experiments—has been generally forced to "play it by ear" in recommending his company's participation in trade shows. He has developed an understandable reluctance

to "stick his neck out" for fear his decision may boomerang. This "better be safe than sorry" attitude has been the cause of many worthwhile shows folding their tents and stealing silently away into the night—to everybody's loss: show management, prospective exhibitors and most certainly the audience that could have gained so much from a soundly-run, logical show.

This brief article is prompted by my personal belief in good trade shows—and my complete appreciation of the problems confronting the average would-be participant in business shows. It is my hope that the following suggestions for analyzing a show's true worth will be of help to the sales-minded executive, and will save him time and money and put him in a better position to recommend or

(continued on page 138)

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own staff of convention experts whose thoughtful service assures you smoothly successful meetings.

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Exhibit Builder on:
How to Spend Dollars Wisely

(continued from page 134)

booth for other literature. Eventually the show closes, the exhibit is put in storage somewhere, and everybody goes home to think of other things. The show is forgotten.

This may sound like an exaggeration. It was intended to. But it happens more often than you think. And why? Because little or no coordinated planning went into arranging the exhibit program. No over-all scheme was thought out or followed. Various steps — selecting the show, ordering the exhibit, installing and manning the booth, analyzing results of the show — were handled as individual operations, often in a most haphazard and perfunctory manner.

Some years ago we began wondering why there wasn't some sort of guide or blueprint that exhibitors could use to help them tie all these loose ends together into one well-integrated program. Since there was no such guide available, we proceeded to create one. We got the advice of some of the best brains in the exhibit industry. We did a lot of research and development, and finally came up with a guide we modestly called the Barry-O-Meter, check list for a successful trade show exhibit.

What struck us most in our research for this guide was the need for much greater collaboration between exhibitor and exhibit builder. This collaboration we found strangely lacking. Advertisers work hand-in-glove with their advertising agencies, but for some reason that escapes us, they can't seem to find the time to collaborate with their exhibit builder, although he occupies much the same place in his field that the advertising agent does in his.

Of course, when you don't know who is going to get the exhibit order — under the prevailing system of jobbing the order out for competition bids — you really have no regular exhibit builder. You have only a roster of suppliers you call on for bids. How can he help you with your exhibit problems when you don't give him enough time to study your exhibit problems? Besides he's much too busy bidding on other jobs.

Here again we must say to the prospective exhibitor:

"You wouldn't think of putting your trade paper ads out for bids to a half dozen agencies, yet you continue to handle your trade show exhibits in that manner.

"You'd want your advertising agent's

account executive to be in on the planning stage of every advertising campaign. You'd want him thoroughly familiar with your product and your selling problems. In fact, you'd insist on it.

"Yet your exhibit building agency, which could help you immeasurably with your entire trade show exhibit program is treated as just another supplier who must bid on every job. You are throwing away one of the most effective tools in your whole exhibit — accumulated experience of the exhibit builder — when you fail to use him to your best advantage."

► What can your exhibit builder do for you? He can start you off right by helping in the selection of shows, by advising what kind of exhibit you need to tell your story in the most effective manner, how to man your booth for best results, what to do about literature, lighting, floor covering, seating arrangements, floral displays, photographs, telephone service, furniture, and a hundred other things necessary and important to the success of your participation in the show. And he can do all this as part of an over-all coordinated exhibit program.

But to do this effectively, he must

handle your entire exhibit program. He cannot accomplish all you want him to do, and all he is capable of doing for you, unless he is permitted to handle the entire exhibit program on a full-time agency basis. He must be with you from the start. He must be with you all the way, from selection of the show, study of your product and sales problems, through design and construction of your exhibit, installation, dismantling, servicing, and finally evaluation and analysis of results of the show.

Sound costly? Actually not. Experience has shown that this kind of over-all service by an exhibit building agency costs the exhibitor no more than the prevailing system of competitive bidding for each exhibit. In fact, cost to the exhibitor is actually much less. To begin with, half the exhibit builder's time will not be thrown away in speculative bidding. It is no longer a dice game. It is now a continuing service—with the exhibitor the winner every time.

With your account secured on a year-round basis, you will get the advantage of the complete service your exhibit building agency can give you.

How do we know? We have tried it — and it works! ♦



DO-IT-YOURSELF television installation attracts visitors to Allis-Chalmers exhibit at New York Stock Exchange. Exhibit depicts activities of Allis-Chalmers in eight areas of industry and technology. Visitors press one of eight buttons on an operating console and activate a hidden television camera which throws their picture on screen corresponding to their interests. Automatic record repeater delivers a short message. Timer regulates the length of individual exposures. Exhibit was built by Ivel Construction Corp., Brooklyn.

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The 1958 Season marked the opening of the newly enlarged Starlight Room, comfortably seating convention groups up to 600.

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Groups from the following companies were recently entertained at the Bellevue: Travelers Ins. Co., Berkshire Life, Northwestern Mutual Life, Home Life, Metropolitan Life, Family Finance Co., Tanners' Council of America, National Hills Assn., Paper Bag Institute and Broadcast Music Institute.



DON CHURCH, Manager

Show Manager on: How to Spend Dollars Wisely

(continued from page 135)

vote against show proposals.

Let's start with first things first:

1. Does the show have a durable record of actually showing "what's new" to its visitors?

If a show's attendance record indicates a steady growth over the years, or if it attracts and holds a near-maximum attendance among qualified buyers year after year, chances are good that your firm's exhibiting may be profitable. Responsible show management welcomes close examination of past show attendance figures and breakdowns—and, conversely, the poor show, or faltering show, will try to cover up the facts or obscure them.

2. Is the show primarily a business market place not operating in conflict time-wise with a convention or other form of association or industry gathering?

If a show is simply a "step-child" to a convention, operated only for revenue-producing purposes—with show hours conflicting with business or technical sessions—then you are putting your money (and the time of your sales personnel covering the booth) to poor use.

A well-run business show can stand alone—or if it is operated in conjunction with a convention or technical meeting, show hours should not be fighting with meetings for the attention of the men you want to talk to.

3. Is the show's management competent and professional in all respects?

Responsible management can eliminate the "surprise factors" inherent in poorly-operated shows: There will be less unexpected labor charges, unreasonable overtime and impossible access with too small elevator facilities.

Good management usually means adequate electrical information, decorator cooperation, shipping suggestions and booth facilities. Good management also will serve you, as an exhibitor, in many ways, to eliminate petty annoyances that distract the exhibitor from his purpose at the show—to make contacts and develop new sales outlets.

4. Is the show too expensive?

No show is too expensive—if it puts you face-to-face with the people you want to meet. And, equally, any show that does not do this is too expensive, regardless of its low rates or other beguilements.

In this connection, I sincerely advise extreme caution in judging the so-called "break-away" or satellite shows that have split off from a major show to concentrate on one particular line or product group. Average business executives can only devote just so much time to show attendance—and very specialized shows may well be passed by for this reason, although some exhibitor groups are always attempting them.

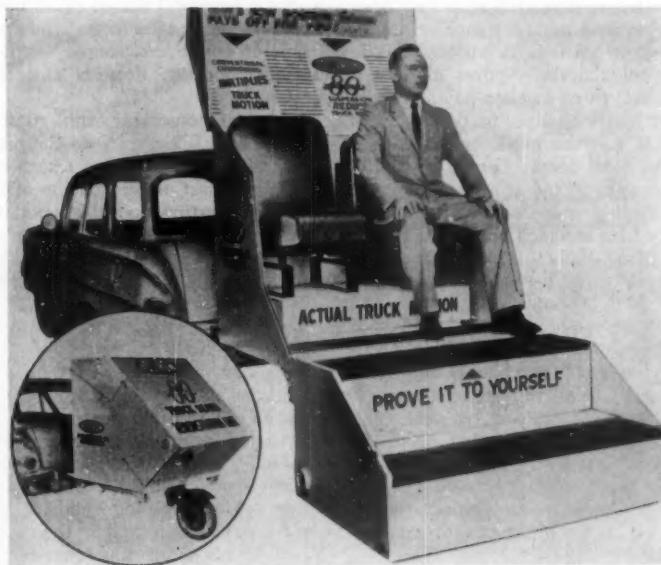
5. Are you prepared to back-up your exhibit properly, and do your own necessary promotion to insure worth-while attendance for your exhibit?

Despite management's multiple and collective efforts to promote the overall show, the individual exhibitor, to realize full value from his investment, must make a real effort to alert his prospect's to "what's new" and important at his booth.

Here are some promotional suggestions, if you want your booth to pay off:

- Feature "what's new" — even a new use of an old product.
- Demonstrate — there is a way of demonstrating an advantage or character of almost every product or service.
- Man booth with best company spokesmen, not trainees.
- Mail requested catalogs or large brochures to visitors requesting same. That way you can build your prospect mailing list, and insure better attention to what you offer. Small flyers, of course, should be given away at booth.
- Unrelated guessing games to get names are usually a poor substitute for a good idea.

Someday, I predict, there will be an impartial, unbiased source for trade show analysis researched and audited judgment that will afford the sales-minded executive a rating guide similar to other advertising media—so he can intelligently make his decisions on trade show participation. And, equally logically, prospective exhibitors will use experience and services of professional trade show consultants, on a per diem basis, to guide their thinking and create the best possible displays, promotion and follow-up activities. ♦



NEW TRAILER unit enables company to take its exhibit right to the prospect's front door. Currently being used to demonstrate new truck seats by the Bostrom Mfg. Co., Milwaukee, self-contained unit attaches to a regular passenger car without special fittings. Unit is designed by Hartwig Displays, Milwaukee.

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Vanishing American Plan

It has been getting rarer, but American plan for conventions has advantages for homogeneous groups. It doesn't work for city-wide meeting—delegates can't return conveniently to their hotel.

By E. D. PARRISH
Director of Sales, Chalfonte-Haddon Hall

AMERICAN PLAN, as American as pumpkin pie and once as common as were buffaloes on the prairies, is virtually unknown today to many hotel guests. Even stranger, many convention managers either do not know the American plan or are unaware of what it has to offer their organizations.

Once standard in most of the nation's hotels, the American plan, except in a few resorts, has more and more in this century tended to become a vanishing American. In Atlantic City, Chalfonte-Haddon Hall is the only large Boardwalk hotel which has offered it uninterruptedly for more than 60 years. More of our guests, in fact, use the American plan than the European which we also offer. In the past several years American plan, in somewhat modified form, has been enjoying a renaissance in Florida.

Historic American plan, dating from colonial days, offers a guest a room and three meals a day at a fixed price. In its heyday, in the last century, it was the most opulent attraction in hotel history. From 50 to 100 dishes were served at a meal. A guest was limited only by the cubic tonnage of his stomach and his digestive discretion. If his foresight matched his appetite he carried a box of baking soda in his luggage.

Though many hotels today offer to conventions a series of table-d'hôte meals as an "American plan," there are substantial differences between this and the traditional American plan. It is these differences that make the old-time American plan especially desirable for certain types of conventions and meetings. (I do not recommend it for some types of conventions.)

What are the differences and how do they affect the success of a convention?

The city hotel is built to offer a different type of service than the re-

sort hotel. It is geared to the fast tempo of metropolitan life. Time and space are at a premium in the city. Urban restaurants are designed to give rapid service and a quick turnover of seats. Popularity of stool-and-counter coffee-shop styles of eating stems from this. There are notable exceptions, but leisurely dining is not the rule in urban hotels. Moreover, in keeping with this quickest kind of service—and for most city hotels speedy service is synonymous with the desirable type of service—table-d'hôte cannot provide too wide a choice of food.

At a good resort, the American-plan guest, on the other hand, may choose from among five entrees at luncheon and eight at dinner. In addition, luncheon buffet tables might offer a bountiful choice of 30 hot and cold dishes, including a wide selection of appetizers, soups, vegetables, salads, cheeses, desserts and beverages.

Just as important, the guest can suit his convenience as to the time he eats. In American-plan resort hotels dining is part of the scheme of relaxing and resting and this operates to the advantage of the convention guest as well as to that of the vacationer. Larger dining rooms are the rule because they are necessary for American-plan service. Waiters, instead of serving from 20 to 30 persons per meal, have less than 20 to serve. All of this tends to elevate dining from a necessity to one of life's pleasures.

Generally speaking, informality, a friendly, club-like atmosphere and a predetermined fixed cost (including tips for dining-room and chambermaid service) are among the most important pluses of the American plan for convention use.

American plan usually is ideal for company meetings, school meetings, reunions and the like. These groups are homogeneous and it is, in most

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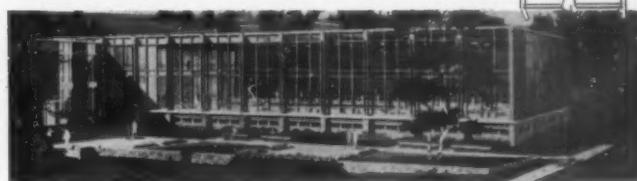
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PORTLAND: BENSON, MULTNOMAH
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SIR FRANCIS DRAKE, MAURICE
PALM SPRINGS: OASIS
DENVER: COSMOPOLITAN
BOISE: BOISE, OYWHEE
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BUTTE: FINLEN
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GREAT FALLS: RAINBOW
HONOLULU: HAWAIIAN VILLAGE
SALT LAKE CITY: NEWHOUSE

cases, desirable to keep them together. In conventions of this type, as in many others, friends made across the breakfast, luncheon or dinner table and discussions that are carried on there, may mean far more in take-home advantages than prepared speeches made on the convention floor.

National, state and sectional meetings that use the American plan find that it creates a club-like atmosphere. Informal seating arrangements at table are conducive to pleasant social intercourse. As in dancing a Paul Jones, a feeling of camaraderie is engendered that goes far toward elevating and tightening the morale of the whole group. During meals each table becomes a small meeting in itself and the plan lends itself well to organized exchanging of ideas.

For example, more than 1,700 conventioneers of the America Fore Loyalty Insurance Groups met recently. America Fore and Loyalty Groups had merged only two months before the convention. Those who attended the meeting came from all sections of the country. American plan was used with spectacular success. It helped break the ice between the two recently joined groups and helped promote and cement friendships. Those who attended the convention were lyric in their praise of the American plan and of the hotel's handling of the affair.

For certain trade associations, American plan should be scanned warily. For example, delegates to a city-wide convention with meetings schedule outside their hotel often find it impossible to return to their hotel for meals. Even when meetings are within the hotel, the program may require many and varied types of food service. Here, too, American plan may not be feasible. On the other hand, some of the best trade associations have traditionally and for many years used American plan at such hotels as The Greenbrier, The Homestead, Sheraton French Lick and Chalfonte-Haddon Hall, and they have been happy with it.

American plan is not rigid. It can be modified to meet particular needs. It can, for example, be offered on a two-meal-a-day basis to fit the program of a convention which plans to have panel luncheons plans to arranged to include the convention banquet. And, usually the dining room is open for long hours, a service appreciated especially by wives of conventioneers who find it more convenient not to be bound by their husband's schedules.

American plan, therefore, has many advantages to offer convention planners. You will find that when using American plan, economy, like virtue, is not only its own reward but carries other rewards with it. ♦

Conventioneers Feel Important With Greeting

Philadelphia Life lines road to hotel with welcome signs. Bellman greets conventioneer by name and has room key ready.



PRESIDENT Joseph E. Boettner welcomes salesman and wife on arrival.

PHILADELPHIA Life Insurance Co. makes its salesmen feel important when they attend company meetings. At the same time, it gets its meetings

off to a good start with a little extra preparation.

For its recent convention at Whiteface Inn on Lake Placid, N. Y., it



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lined the mile-long stretch of wooded roads to the hotel with signs. It nailed 4 ft. by 4 ft. boards on to trees. The signs had outlines of states represented at the convention with the words, "Welcome (name of state) Plicos." (Plicos are Philadelphia Life salesmen.)

Just before turning into the wooded road, salesmen were stopped by a uniformed guard in a red station wagon with blinking red light. A sign instructed them to stop. The uniformed man asked, "Your name, please?" and then sent them on their way. From his car, the guard used a walkie-talkie to notify another officer at the front of the hotel.

While salesmen drove along the road they saw a group of signs: "You Worked Hard," "To Get Here," "The Trip Has," "You Weary," "But Now You're," "At Whiteface," "Relax And," "Be Cherry," "Plico."

With information on who was proceeding up the road in what color car, it was easy for a loudspeaker to announce—as the car pulled up to the hotel — "Philadelphia Life Insurance Company and Whiteface Inn welcome Mr. & Mrs. John Dough of Baltimore, Md." This was all very flattering, but once again the conventioneer was surprised. The bellman said, "Welcome to Whiteface. You will be housed in room 341," and he whisked the conventioneer right up to his room.

All conventioneers were pre-registered. With the radio call from the highway, it was no trick to check arrival time at the front desk and hand the bellman a room key to meet each guest at the door.

After the warm welcome, no one could do any wrong. Even when it rained one day, the glow of hospitality was sufficiently high to carry the group over the restriction to indoors. ♦

Confession of a Meeting Chairman

After intensive sessions, the meeting chairman summed up the convention progress with these words:

"We have not succeeded in answering all of our problems. Indeed, we sometimes feel we have not completely answered any of them. The answers we have found only serve to raise a whole set of new questions. In some ways we feel that we are as confused as ever, but we believe we are confused on a higher level and about more important things."

Do You Give Your Men Parts in Regular Meetings?

Meetings invariably take on the character of the man who runs them unless he shares the platform with men in the audience.

By E. V. WALSH

EVERY WORTH-WHILE sales organization of any size has its periodic sales meetings, so I don't think any salesman gets "meeting-ed" to death as some seem to think. Whether they're once a week or once a month depends on the kind of product a man's selling, how distribution channels function, and how much specialty selling is involved as compared to staple selling.

The sales meeting is the place to get together every so often for an exchange of ideas between all salesmen. It's a sort of market place, a trading mart, and if a man never did anything at a sales meeting but turn in one good idea for the benefit of the other nine men in the office, and got one new idea from each of the other nine, he'd be taking part in the most productive type of meeting possible. Ideally, to arrange this meeting all the manager says to start the meeting is: "All right, fellows, let's start talking."

No man is immune to getting some good out of a well-planned sales meeting. Many sales meetings are conducted just because the "man up top" says, "A sales meeting will be conducted every Monday morning (or the first day of every month)" with no thought ever being devoted to the specific need for the meeting at that time. And all too many local or territorial managers conduct those meetings without a properly prepared program, just because "it's policy."

In some organizations some young fellow who, unfortunately, has never been a salesman on a single call himself during his 20 years in business, is delegated to "prepare detailed programs for all field sales meetings." If he's a "pep artist" that's the trend your meeting will take. Maybe he's a contest or rivalry enthusiast. Then you'll get a meeting with the manager in the role of a ringmaster, quite possibly some of the garb to be worn being furnished to make the background authentic.

Unfortunately, some companies still think that those ideas are the ones to breed enthusiasm in a group of otherwise highly educated, intelligent salesmen who are expected to have

the knack to approach presidents, general managers, treasurers, controllers, etc. But enough of that. Most companies are rapidly accepting the new order of things insofar as the modern-day salesman is concerned. And gradually the type of meeting that I've been ridiculing is passing out—just as are the type of individuals who've been responsible for the "sideshows."

Most experience proves that a good sales meeting can come only from good planning. It always has been my humble opinion that a manager who goes into his own sales meeting without a program planned in advance is far better off to have no meeting at all. If a meeting isn't worth planning it's not worth having.

One of the most popular and profitable sales meetings is the one that includes as many as possible of the salesmen in attendance, each handling one of the assignments that are scheduled to be an important subject. It's popular with each man who takes on such an assignment. It's profitable to all because each salesman feels that his fellow-salesman can inject some of his own experiences—and belief—into his subject, even to a greater extent than if the manager occupied the only seat on the platform.

When a man is selected to cover a certain planned subject, he's usually selected because of his particular ability to talk on this subject, as a result of much experience and success in this phase of business. Being human, he's bound to appreciate the compliment, honor and distinction, and in all my experience, ranging from three men to five hundred men at a time, I've never found a single man who didn't put his heart and soul into the assignment a hundred fold—and do a better-than-expected job.

I've conducted my share of one-man shows, hogging the entire spotlight myself, putting on the entire program with no help from anyone else, not for an hour or two, not for all day, but on many, many occasions for two days in succession. I'd wind up as limp as the proverbial wet rag at the end of the meeting. Yes, "con-

gratulations, fine meeting," came from many directions and my vanity responded with gratitude. But, how many men who sat uneasily for two whole days actually remembered the details of my presentations? Very few, I know, and I confirmed those beliefs in later contacts.

But take the meetings that are broken up by separate speaker for practically every subject, with the manager handling the high spots, introductions, and summary following each presentation. At the recess period and at the end of that two-day meeting you'll hear that "Art really handled his subject well. I was particularly impressed by his remarks about _____. And "Warren did a beautiful job with his paper. I liked the many personal experiences he talked about. They'll be very helpful to me."

On and on each speaker gets his praise as a result of the audience's memory. Of course, memory is strengthened because listening salesmen believe their fellow-salesmen more readily. John will take Art more seriously, and vice versa, than something that the manager covers as a result of the meeting package from the home office.

In later years, while I always pre-



"getting down to business..."

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Nancy B. Zabel, Sales Manager

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DESERT INN & COUNTRY CLUB

Las Vegas, Nevada



pared the program, I made it a point to initiate the subjects like this:

1. Ask each salesman to submit a list of subjects that he'd like to hear covered at a forthcoming sales meeting, and to name the individual he'd like to see cover it, and explain why. (That made each man think seriously about the forthcoming meeting.)

2. Assign subjects accordingly to the men suggested, within certain reason, of course. Guide and assist them in their personal preparation of their papers.

Naturally, a manager has to keep things within reasonable bounds. He has to hold control. His timing of subjects to the clock is an important consideration.

The frequent sales meeting can be a source of tremendous enthusiasm and education for the salesman, as long as it is considered seriously by the manager and handled in an intelligent way. The sales meeting is not a gathering for the purpose of having fun, or taking part in a ring-around-Rosie dance, or a May-pole demonstration. Sales records that are quoted are to offer examples of possibilities, not for embarrassment or chastisement. Silent comments (if there are such echoings) are in order for the less fortunate boys with the lower scores; praise and emphasis of that praise for the boys up on top of the list.

Sound explanations of progress are always in order, with careful analysis of the job yet to be done each remaining week, each remaining month, by each man.

It wasn't so long ago that it was a cardinal sin by the manager if he discussed company figures with salesmen, but that day is gone. For good, I hope. A frank discussion of pertinent figures from the company's performance chart is always in order. Who's in a better position to discuss sales figures than those fellows who actually create them — the salesmen?

So you see, there is always a great deal in a sales meeting that can bring good. Don't criticize the lack of benefits until you search your own mind and determine how much good you are personally injecting into the meetings you've been conducting or attending.

No person has a right to take more out of a proposition than he puts into it. When a salesman starts to ask at the close of your next sales meeting, "What did I get out of that darned meeting?" continue the questioning and encourage him to answer this question: "What did I put into that meeting?" ♦

Birds Eye Takes to the River

(continued from page 33)

Lest you assume that all was fun and frolic, take note of serious sessions. Birds Eye had a new marketing concept to introduce to its sales force. While it added drama to its story, it provided the ingredients to help salesmen move the expanded line.

At first "ingredients" were introduced through cannibals who poured sundry items into a huge pot. In this "Let's Cook Up Sales" session, salesmen and company executives wore chef's hats. They heard Albert Mormont, renowned chef, explain how Birds Eye's Master Chef foods were conceived and developed. Then Harry Trimm, Prepared Foods Product Group manager, served up the marketing facts.

Another session put Birds Eye fruits, vegetables and potato products on trial. This mock trial, presided over by Howard Lochrie, manager of this product group, accused and defended each product in the market place. Birds Eye won the case hands down.

Tape recorded sound effects and strip-off progressive charts were used to tell the marketing story at another session. All business meetings were fast paced and packed with old-fashioned selling ideas. The diet may have been heavy, but dramatics made it palatable.

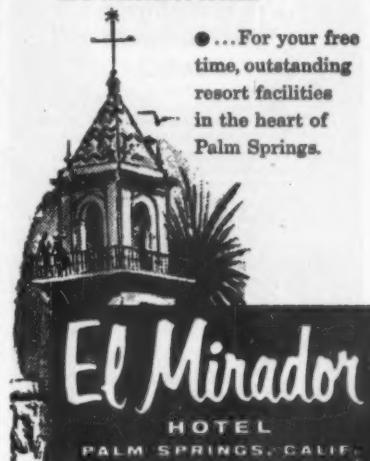
It was easy to prove the extra quality of the Birds Eye line. Chef Albert Mormont personally supervised the serving of Birds Eye products at one banquet which left everyone convinced that he was selling the best food on either side of the Mississippi. Salesmen never dreamed that food staples could be concocted into the gourmet delights as served up by Albert.

Everything about Birds Eye Sales Showboat was integrated into the old-time theme. The oversize program was bordered by Gay Nineties ads. (Example: "Prof. Barber's Goose-Grease produces an instantaneous luxuriant moustache on the smoothest lip." Another ad, for the police de-

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partment, proclaimed, "Spend the night with us. You've earned it. Free loading."

One side of the printed program listed entertainment features; other side offered business sessions. Each executive named on the program was given a title. For the program it was "Captain" Mentley, and all other company officials carried the title "Windy."

If all Birds Eye's activities sounded somewhat spectacular, it is because this meeting was special in many ways. This convention kicked off a 30th anniversary selling era, in addition to introducing new marketing approaches.

► Mentley explains some of the thinking behind Birds Eye's plans:

"It is our feeling that the choice of location for a meeting is secondary only to the message to be imparted. Often times the location is one of convenience and completely without imagination. Available to any organization planning a major convention is a myriad of hotels, country clubs and halls, which in most instances can accommodate any business meeting.

"However, in many cases, a particular location can contribute a special atmosphere and can be 'merchandised' as an integral part of the over-all plan.

"S. S. Delta Queen not only provided us with a location but also gave us a unique atmosphere which will be remembered as a special kind of experience to all those in attendance."

So well did the company handle time aboard the Queen, nothing went amiss. The old pros aboard never saw

such an orderly group. (They never had time to get out of hand.)

When something wasn't going on, just the thrill of sailing down the river was exciting. Each time darkness or fog created a hazard, the Queen was tied up to the nearest tree on shore. Drawing only seven feet of water, the grand old lady could be moored almost anywhere.

Cabins were small aboard this craft of bygone era, but nobody seemed to mind. Constant excitement of new things to see and new challenges to be met made up for smaller than ordinary quarters.

Planned in advance, the Queen was tied up at Donaldsonville, a small, small town. At this point the boat was met by a van to deliver an Oldsmobile to the top district sales manager. It was brought up to the boat under wraps. When "Captain" Mentley pulled on the cord, he expected to unveil a 1901 Oldsmobile which he had planned as the gift. Underwraps was a brand new 1959 model — switched by other executives who surprised Mentley by presenting the 1901 car to him as a pre-retiring gift. Winner of the new car was Joseph Hayes, district manager, Dallas.

Birds Eye salesmen were given many opportunities to show their resourcefulness. One evening was planned as a treasure hunt. It required costuming. As salesmen left one business session, they were confronted with a table filled with eye patches, black sashes and other pirate gear. They were required to select from the vast array and create pirate costumes—with prizes for the best.



JAY MILLS, sales service manager, **Fred Otterbein**, general manager and v-p, and **Wayne Marks** executive v-p, made pre-trip from Cincinnati to Memphis.



CONFERENCES of John Curran, general coordinator of the expedition, Arthur Meeken, sales service manager and Ralph Garside, national sales manager, continued night and day almost up to last hour before program started.



PRES TOLMAN, Gordon Nereim and Harry Redman, of The E. F. MacDonald Company, were responsible for coordinating travel and all entertainment.

Later that evening they went hunting for private treasure — a la the scavenger hunt. Best clue solvers found the hidden treasure chests. Each chest contained a slip with a prize named on it. Slips, of course, were redeemable for prizes named.

Everyone had a whale of a time aboard the Queen. It was fun; it was exciting. But it was challenging, too. Salesmen were so fired up with new marketing ideas and new product sales possibilities, they took off like jets when the Queen docked. Nobody stayed in New Orleans to see the sights. Each man took the fastest transportation home to put to work the ideas and sales approaches drummed into him as he sailed the Mississippi.

Birds Eye executives couldn't have been more pleased with the reaction of salesmen. If salesmen were on fire, it wasn't an accident. Everything about the Sales Showboat was planned that way — and all coordinated by John Curran, manager, sales promotion. Says Mentley, "Curran and his staff put the energy and imagination into this meeting to make it succeed. Their interest and alertness to problems and unforeseen conditions made our most complicated plans work as smooth as the river current."

As the stately Queen sailed back up the river from New Orleans, it bore along some of the strangest memories. Imagine launching a frozen food marketing campaign on the river! ♦

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Subject: SLOGANS

You can be trapped with an advertising program that is based on a slogan and little else. The effect of a slogan often is twisted in the market place.

For instance, you walk past a church and on a large sign is lettered: "Make your worst enemy your best friend." Around the corner, the sign in front of the church reads: "Drink is man's worst enemy."

Subject: KNOWLEDGE

Persistent book salesman rode up and down in the elevator of a large building. He tried to sell the little old elevator operator a handsome set of books.

The operator listened while the salesman enlarged on the vast stores of information to be acquired from the books he was offering on a convenient payment plan. Finally the operator cut the presentation short with: "Twouldn't be no use to me, sir. I know heaps more now than I get paid for."

Subject: SON-IN-LAW

"I understand you have a new son-in-law," said Smith as he met an old friend at the annual banquet.

"Yeah, but he's no better than the rest."

"What's the matter with him?" asked Smith.

"He can't drink and he can't play cards."

"What's wrong with that? It sounds like an improvement," said Smith.

"Oh no it's not. He can't drink and he drinks; he can't play cards and he plays."

Subject: TROUBLE

A teacher wrote this note to Johnny's mother: "Johnny is a good student, but I must find some way to take his mind off the little girls."

Back came a note from Johnny's mother. "If you find a way, let me know. I'm having the same trouble with his father."

Subject: IMPOSSIBILITIES

We are prone to consider something impossible because for years it's been said it couldn't be done. "We know so much that just isn't so," is attributed to Mark Twain, and he's right.

Chemists up in Cambridge, Mass., took a sow's ear, extracted a glue from it by boiling, and spun a silken yarn. From this they had a purse woven—just to prove that you can make a silk purse out of a sow's ear.

Subject: SALES PSYCHOLOGY

The salesmen couldn't interest buyers in a line of over-priced, useless tools, so the sales manager called a meeting. He lectured and berated them for their lack of initiative. He then introduced a psychologist who claimed that a three-word introduction would solve all their problems.

All you have to do to interest customers, he pointed out, is to greet prospects briskly with one of his three-word magic introductions. Samples: "Hello, my friend!" or "You look good!"

The psychologist then asked if any of the salesmen knew any surefire, money-making introductions.

One of the salesmen in the back of the room stood up and said sure he knew one: "Stick 'em up!"

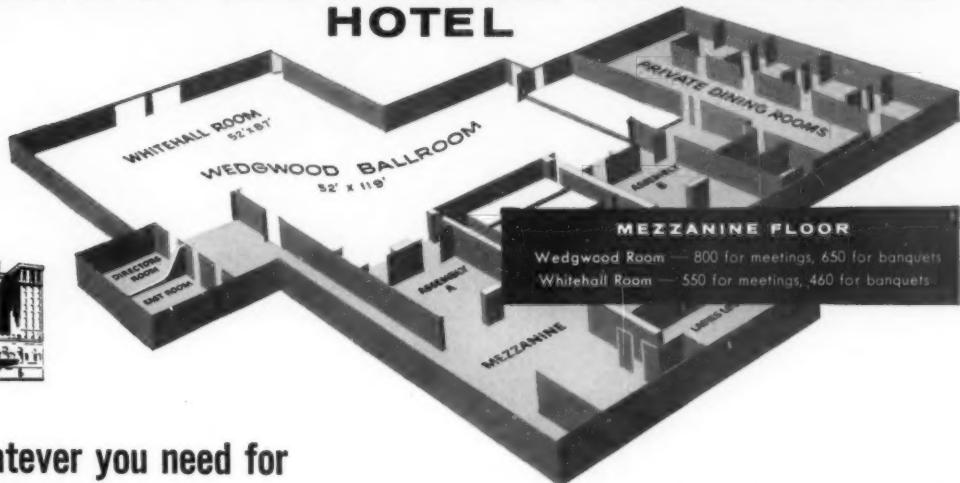
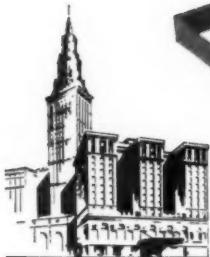
Subject: OUTER SPACE

A Martian landed on a street corner frequented by a group of teenagers. "Take me to your leader," he said.

They marched him into the nearby sandwich shop where the gang leader was playing a pinball machine. A ball hit the bonus button, the buzzer sounded, bells rang and lights whirled and flashed.

The man from outer space brushed the leader aside, put both hands on the machine and softly said: "What's a beautiful dame like you doing in a crummy joint like this?"

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For detailed information, contact Mr. Ralph G. Moorhouse, Sales Manager at the Sheraton-Cleveland or Mr.

Paul Mangan, National Convention Manager, at the Sheraton-Park Hotel, Washington, D. C. They'll give you the kind of helpful, straight-from-the-shoulder information that you can expect from all the people at all the Sheraton Hotels, coast to coast in the U.S.A. and in Canada.

Lobby Floor (not shown) has three magnificent function rooms: The Rose Room, seating 130 persons, The Green Room seating 130; and the Cleveland Room seating 500. The Green and Cleveland Rooms combine for a capacity of 630.



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Park-Sheraton
Sheraton-East
(formerly the Ambassador)
Sheraton-McAlpin
Sheraton-Russell

BOSTON
Sheraton-Plaza

WASHINGTON
Sheraton-Carlton
Sheraton-Park

PITTSBURGH
Penn-Sheraton

BALTIMORE
Sheraton-Belvedere

PHILADELPHIA
Sheraton Hotel

PROVIDENCE
Sheraton-Biltmore

ATLANTIC CITY
Sheraton Ritz-Carlton

SPRINGFIELD, Mass.
Sheraton-Kimball

ALBANY
Sheraton-Ten Eyck

ROCHESTER
Sheraton Hotel

BUFFALO
Sheraton Hotel

SYRACUSE
Sheraton-Syracuse Inn

BINGHAMTON, N. Y.
Sheraton-Binghamton
(opens early 1959)

MIDWEST

CHICAGO
Sheraton-Blackstone
Sheraton Hotel

DETROIT
Sheraton-Cadillac

CLEVELAND, Ohio
Sheraton-Cleveland

CINCINNATI
Sheraton-Gibson

ST. LOUIS
Sheraton-Jefferson

OMAHA
Sheraton-Fontenelle

AKRON
Sheraton Hotel

INDIANAPOLIS
Sheraton-Lincoln

FRENCH LICK, Ind.
French Lick-Sheraton

RAPID CITY, S. D.
Sheraton-Johnson

SIOUX CITY, Iowa
Sheraton-Martin
Sheraton-Warrior

SIOUX FALLS, S. D.
Sheraton-Carpenter
Sheraton-Cataract

CEDAR RAPIDS, Iowa
Sheraton-Montrose

SOUTH

LOUISVILLE
Sheraton Hotel
The Watterson

DALLAS
Sheraton-Dallas
(opens early 1959)

AUSTIN
Sheraton-Terrace
Motor Hotel

MOBILE, Alabama
The Battle House

WEST COAST

SAN FRANCISCO
Sheraton-Palace

LOS ANGELES
Sheraton-West
(formerly the Sheraton-Town House)

PASADENA
Huntington-Sheraton

PORLAND, Oregon
Sheraton Hotel
(opens fall 1959)

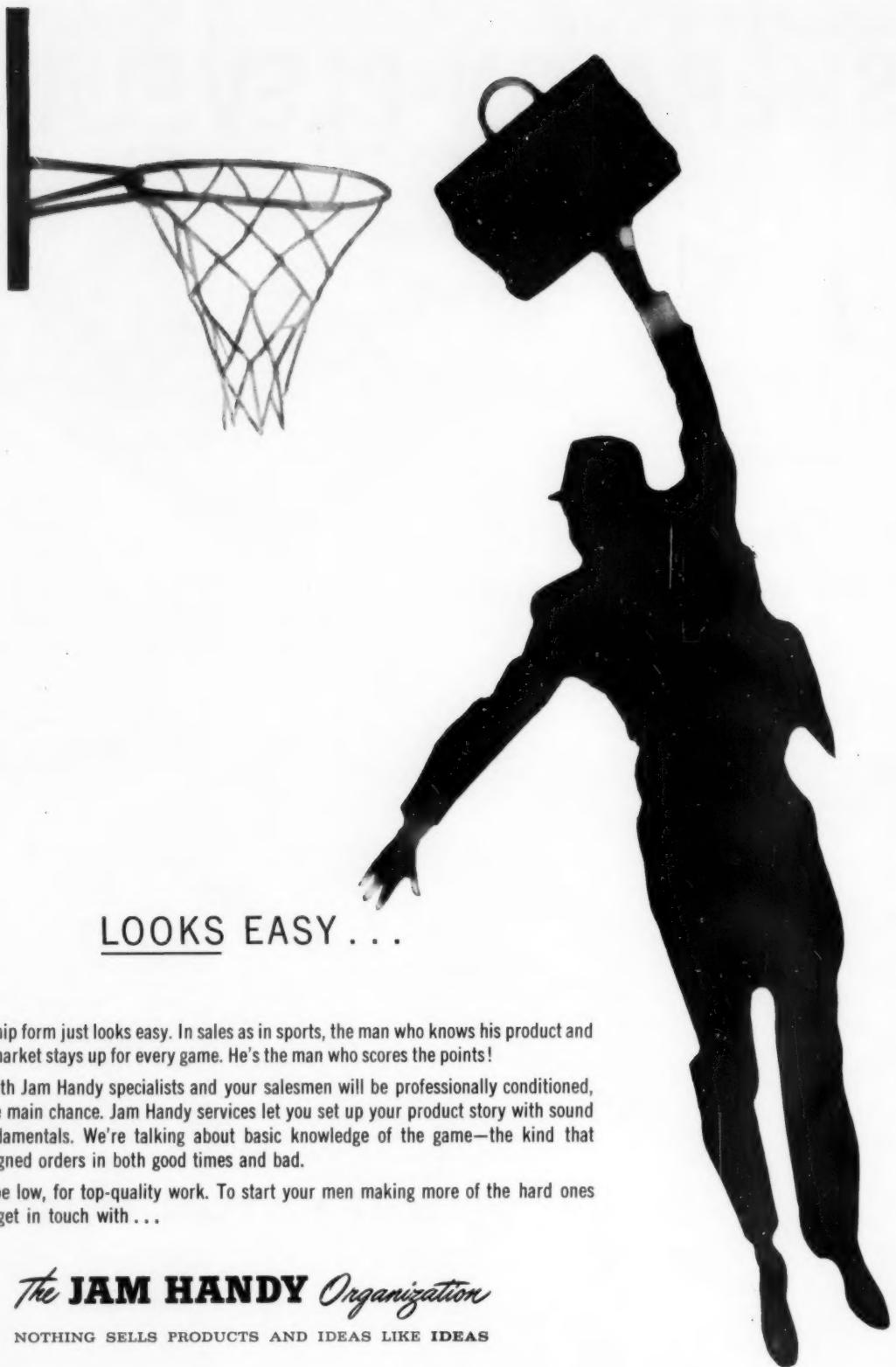
CANADA

MONTREAL
Sheraton-Mt. Royal
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